Agriculture and Agri-Food Canada

2008-2009

Report on Plans and Priorities

Agriculture and Agri-Food Canada | Agriculture et Agroalimentaire Canada

Canada

HOW TO READ THIS REPORT

This Report on Plans and Priorities presents Agriculture and Agri-Food Canada's (AAFC) planned program activities for the fiscal year 2008-09. The report's structure is as follows:

Section I, Plans and Priorities Overview, contains an introductory message from the Minister of Agriculture and Agri-Food and Minister for the Canadian Wheat Board, summarizing the department's plans and priorities. This section also contains: a Management Representation Statement, signed by the Deputy Minister and Associate Deputy Minister; Summary Information in table format, designed to provide a quick view of AAFC's reason for existence, the total financial and human resources the department manages, and an overview of departmental program activities by strategic outcome; an outline of all priorities, and areas of the department's vision, mandate and strategic outcomes; highlights of performance accomplishments by program activities that contribute towards ongoing departmental priorities; the management framework that the department uses to deliver results; and information on Parliamentary Committee Reports.

Section II, Analysis and Performance, provides an analysis of AAFC's program activities by strategic outcome: Security of the Food System, Health of the Environment and Innovation for Growth. This section also discusses the plans of the Rural and Co-operatives Secretariats, and the two agencies that report to Parliament through the department: the Canadian Pari-Mutuel Agency and the National Farm Products Council. It also includes information on Horizontal Initiatives, and information on AAFC's Sustainable Development Strategy.

Section III, Supplementary Information, includes information on AAFC's Sustainable Development Strategy and how its Program Activities and Strategic Outcomes contribute to the Government of Canada's Outcomes, as well as links to detailed financial tables available online. The printed version of the RPP no longer includes detailed financial tables.

Section IV, Other Items of Interest, includes a list of departmental contacts, and an appendix providing links to electronic resources for further information.

Due to rounding, figures may not add to totals shown.

In our continuing effort to provide Canadians with on-line access to information and services, we are including web links to more information and highlights. These links are indicated by 💻.

We are committed to continuous improvement in our reporting. We therefore welcome receiving your comments on this report. You can contact us in the following ways:

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Departmental Overview

Message from The Minister

The Honourable Gerry Ritz

Canada's agriculture and agri-food sector matters for Canadians. It drives our economy, generating more than eight per cent of our GDP, employing one in eight Canadians and, including seafood exports, contributing $7.1 billion to our trade surplus in 2006. It supports and sustains our rural communities and our cities. And it secures our health and well-being by providing high-quality, nutritious food for our tables.

My own farming background has given me a deep appreciation of the contribution that our farm families make to this great country. That is why my bedrock principle as Minister of Agriculture and Agri-Food is: "Farmers First."

If farmers succeed, then food processors succeed, retailers succeed, and Canadian consumers benefit. Everything starts with a robust, vibrant farm gate.

This Government continues to put farmers first. We are helping farmers mitigate the high cost of production. We are helping the next generation of farmers take over the family farm through increased capital gains tax exemption.

We are working to enhance opportunities for our western wheat and barley producers through marketing choice. We're pressing for an ambitious outcome at the World Trade Organization for the benefit of Canada's entire agriculture sector, including both supply-managed and export-oriented industries.

We are cultivating a climate of innovation in this country from 'mind to market' to drive producers' competitiveness. Over the next nine years, for instance, this government is investing $2.2 billion to make Canada a world leader in biofuel development. Biofuels are good for our environment. They create new jobs in our towns and cities and important new markets for our farm families.

As we look to the future, new challenges face the Canadian agriculture and agri-food sector – tougher competition internationally, persistent market-distorting subsidies in competing countries and greater demands from consumers.

I believe, however, that our sector is more than up to meeting and beating these challenges. We have abundant natural resources, world-class innovation capacity, and a skilled and adaptive industry from the farm gate to the consumer's plate.

The task before us now is to help producers and the entire sector turn these strengths into profitable growth. To this end, agriculture ministers across Canada and I have worked with industry to build *Growing Forward*, a new policy framework for a profitable, competitive and innovative agriculture and agri-food sector that seizes opportunities in responding to market demands and contributes to the health and well-being of Canadians.

Programming under *Growing Forward* will be rolled out through 2008-09. Ministers have agreed to several benchmarks, including innovation, flexibility, and transparent, efficient program delivery. A new suite of business risk management programs that are more responsive and bankable for farmers will be up and running by April 1, 2008. All other programming will be developed and implemented through the year, as we work with governments and industry to design programs that meet the needs of producers and the entire sector. In the meantime, APF activities will continue throughout the transition year and will be replaced by new programs as they are implemented.

Since being appointed Minister in August 2007, I have been impressed by the teamwork and sense of dedication shown by the partner organizations in the Agriculture and Agri-Food (AAF) Portfolio. These organizations – Agriculture and Agri-Food Canada, the Canadian Food Inspection Agency, Farm Credit Canada, the Canadian Grain Commission, and the Canadian Dairy Commission and the National Farm Products Council – have different mandates, different roles and responsibilities and operate under different legislation. However, the organizations' common denominator is their shared goal of supporting and enhancing the agriculture and agri-food sector.

Now under the vision of *Growing Forward*, we are striving to build a profitable, competitive and innovative industry that seizes emerging market opportunities and contributes to the health and well-being of Canadians. I am relying on the continued collaborative efforts of a strong AAF Portfolio to realize this vision, while delivering the best possible services to our farmers and benefits for all our citizens.

Gerry Ritz, P.C., M.P.,
Minister of Agriculture and Agri-Food
and Minister for the Canadian Wheat Board

Management Representation Statement

Yaprak Baltacioğlu
Deputy Minister

Liseanne Forand
Associate Deputy Minister

We submit for tabling in Parliament the 2008-09 Report on Plans and Priorities for Agriculture and Agri-Food Canada.

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2008-09 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- it adheres to the specific reporting requirements outlined in the Treasury Board of Canada Secretariat guidance;
- it is based on the department's strategic outcomes and program activities that were approved by the Treasury Board of Canada Secretariat;
- it presents consistent, comprehensive, balanced, and reliable information;
- it provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- it reports finances based on approved planned spending numbers from the Treasury Board of Canada Secretariat.

Yaprak Baltacioğlu
Deputy Minister

Liseanne Forand
Associate Deputy Minister

Raison d'être

AAFC is an economic and science-based department that works to ensure Canada's agriculture and agri-food sector is able to compete in international and domestic markets to derive economic returns to the sector and the Canadian economy as a whole. Through its work, the department strives to help the sector maximize its long-term profitability and competitiveness.

AAFC's program activities form a cohesive action plan which, together with the work of the agriculture and agri-food sector, provides benefits for all Canadians, including:

- a reliable supply of safe and high-quality agri-food products;
- economic, social and environmental contributions through greater competitiveness and sustainability;
- enhanced compatibility between nature and agriculture;
- increased opportunities for growth in rural communities; and
- greater international recognition for quality Canadian products and expertise.

Organizational Information

MANDATE

AAFC provides information, research and technology, and policies and programs to achieve its three strategic outcomes:

1) Security of the Food System;

2) Health of the Environment; and

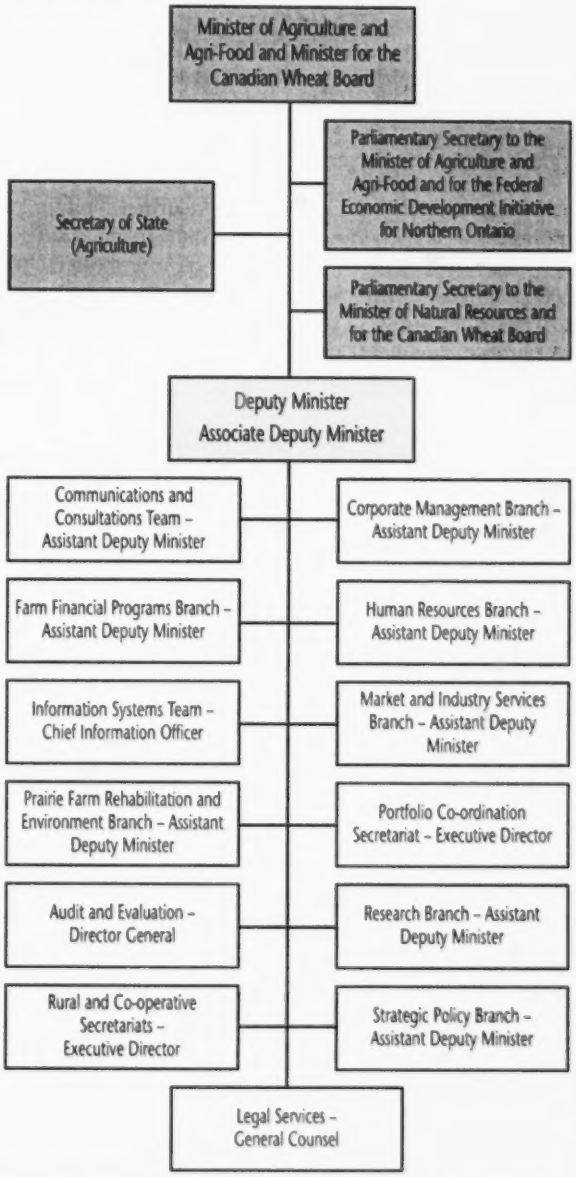
3) Innovation for Growth.

The department's work toward achieving these outcomes is concentrated in areas of core federal jurisdiction, including supporting agricultural and agri-food productivity and trade, stabilizing farm incomes, and conducting research and development. The Minister of Agriculture and Agri-Food is also responsible for co-ordinating federal rural development efforts to enhance the quality of rural life, and for facilitating economic and social development through co-operatives.

In addition to AAFC, there are five other organizations that make up what is known as the agriculture and agri-food portfolio:

- the Canadian Dairy Commission (CDC), which oversees pricing, policy co-ordination and marketing for the Canadian dairy sector;
- the Canadian Food Inspection Agency (CFIA), which delivers all federal inspection services related to food, animal health and plant protection;
- the Canadian Grain Commission (CGC), which is responsible for grain quality and quantity assurance, research, and producer protection;
- Farm Credit Canada (FCC), which delivers financial services to all sectors of agriculture – primary producers, value-added businesses and suppliers; and
- the National Farm Products Council (NFPC), which supervises the operations of national marketing agencies or promotion and research agencies established under the *Farm Products Agencies Act*.

The Minister is also responsible for the Canadian Wheat Board (CWB), which markets wheat, durum wheat and barley grown in Western Canada around the world.


Minister of Agriculture and Agri-Food and Minister for the Canadian Wheat Board
Parliamentary Secretary to the Minister of Agriculture and Agri-Food and for the Federal Economic Development Initiative for Northern Ontario
Secretary of State (Agriculture)
Parliamentary Secretary to the Minister of Natural Resources and for the Canadian Wheat Board
Deputy Minister
Associate Deputy Minister
Communications and Consultations Team – Assistant Deputy Minister
Corporate Management Branch – Assistant Deputy Minister
Farm Financial Programs Branch – Assistant Deputy Minister
Human Resources Branch – Assistant Deputy Minister
Information Systems Team – Chief Information Officer
Market and Industry Services Branch – Assistant Deputy Minister
Prairie Farm Rehabilitation and Environment Branch – Assistant Deputy Minister
Portfolio Co-ordination Secretariat – Executive Director
Audit and Evaluation – Director General
Research Branch – Assistant Deputy Minister
Rural and Co-operative Secretariats – Executive Director
Strategic Policy Branch – Assistant Deputy Minister
Legal Services – General Counsel

RPP Structure

This Report on Plans and Priorities (RPP) is aligned with Agriculture and Agri-Food Canada's Management, Resources and Results Structure (MRRS), which provides a standard basis for reporting to parliamentarians and Canadians on the alignment of resources, program activities and results. The department's MRRS is made up of strategic outcomes, its Program Activity Architecture (PAA), and a description of its governance structure.

Strategic outcomes are long-term and enduring benefits to Canadians that reflect the department's mandate and vision. They represent the difference the department intends to make in the lives of Canadians, and they are linked to Government of Canada priorities and expected results.

The PAA is an inventory of all programs and activities undertaken by the department. The programs and activities are depicted in a logical and hierarchical relationship to each other and to the strategic outcome to which they contribute. For any given department, the PAA may map to several strategic outcomes and usually consists of multiple program activities, sub-program activities and sub-sub-program activities. It should be noted that as work continues on *Growing Forward* during 2008-09, AAFC will be looking at new programming that meets the objectives of the new policy framework.

This RPP reflects the structure of Agriculture and Agri-Food Canada's existing strategic outcomes and PAA.

AAFC'S 2008-09 PROGRAM ACTIVITY ARCHITECTURE

Security of the Food System	Health of the Environment	Innovation for Growth
Business Risk Management	Environment	Innovation and Renewal
Margin-based Programs	Direct On-Farm Programming	Science Policy and Co-ordination
Net Income Stabilization Account and Other Business Risk Management Programs	Pest Management Programs	Agriculture Transformation Programs
Disaster Programs	Environmental Health Science	Renewal Programs
Insurance Programs	National Land and Water Information Service	Sustainable Production Systems
Financial Guarantee Programs	Land and Water Stewardship	Bioproducts and Bioprocesses
AgriInvest	Community Pastures Program	Office of Intellectual Property and Commercialization
Food Safety and Food Quality		Matching Investment Initiative
Food Safety and Food Quality Programs		Rural and Co-operatives Secretariats
Food Safety and Food Quality Science		Rural
Markets and International		Co-operatives
International Trade Agreements (WTO, etc.)		Canadian Pari-Mutuel Agency
Canadian Agriculture and Food International Program		
International Science Co-operation		
Technical Trade		
International Capacity Building		
Sector Development and Analysis		
Branding Management / Value Chain Round Tables		
Market Access and Market Development		
Trade Disputes		
Regional Operations		
National Farm Products Council		

Legend

Strategic Outcome
Program Activity
Program Sub-Activity

VOTED AND STATUTORY ITEMS DISPLAYED IN THE MAIN ESTIMATES

($ millions)

Vote or Statutory Item	Truncated Vote or Statutory Wording	Main Estimates 2008-2009	Main Estimates 2007-2008
1	Operating Expenditures	530.8	605.9
5	Capital Expenditures	32.0	28.6
10	Grants and Contributions	379.0	595.8
15	Pursuant to Section 29 of the *Financial Administration Act*, to authorize the Minister of Agriculture and Agri-Food, on behalf of her Majesty in Right of Canada, in accordance with terms and conditions approved by the Minister of Finance, to guarantee payments of an amount not exceeding, at any one time, in aggregate the sum of $1,500,000,000 payable in respect of cash advances provided by producer organizations, the Canadian Wheat Board and other lenders under the Spring Credit Advance Program and $1,500,000,000 payable in respect of cash advances provided by producer organizations, the Canadian Wheat Board and other lenders under the Enhanced Spring Credit Advance Program.	0.0	0.0
20	Pursuant to Section 29 of the *Financial Administration Act*, to authorize the Minister of Agriculture and Agri-Food, on behalf of her Majesty in Right of Canada, in accordance with terms and conditions approved by the Minister of Finance, to guarantee payments of amounts not exceeding, at any time, in aggregate, the sum of $140,000,000 payable in respect of Line of Credit Agreements to be entered into by the Farm Credit Corporation for the purpose of the renewed (2003) National Biomass Ethanol Program.	0.0	0.0
(S)	Contribution Payments for the AgriStability Program	655.2	–
(S)	Contribution Payments for the AgriInsurance Program	388.7	–
(S)	Contribution Payments for the AgriInvest Program	159.5	–
(S)	Payments in connection with the *Agricultural Marketing Programs Act*	137.5	138.7
(S)	Contribution Payments for the Agricultural Disaster Relief Program / AgriRecovery	108.4	–
(S)	Contributions in support of the AgriInvest Cost of Production Element	100.0	–
(S)	Canadian Cattlemen's Association Legacy Fund	5.0	5.0
(S)	Loan guarantees under the *Farm Improvement and Marketing Cooperatives Loans Act*	4.0	4.0
(S)	Grants to agencies established under the *Farm Products Agencies Act*	0.2	0.2
(S)	Contributions in Support of Business Risk Management Programs under the Agricultural Policy Framework – Canadian Agricultural Income Stabilization Program	–	570.5
(S)	Contributions in Support of Business Risk Management Programs under the Agricultural Policy Framework – Production Insurance	–	407.0
(S)	Contributions in Support of Business Risk Management Programs under the Agricultural Policy Framework – Agriculture Policy Initiatives	–	4.2
(S)	Contributions to employee benefit plans	69.2	74.3
(S)	Minister of Agriculture and Agri-Food – Salary and motor car allowance	0.1	0.1
(S)	Canadian Pari-Mutuel Agency Revolving Fund	–	–
Total Department		***2,569.6***	***2,434.3***

(S) denotes a Statutory item

The Main Estimates for 2008-2009 are $2,569.6 million compared to $2,434.3 million for 2007-2008, an increase of $135.3 million. The increase is mainly attributable to funding received for the new suite of BRM programming offset by the sunsetting of the five year APF funding.

To ensure a smooth transition from the Agricultural Policy Framework to Growing Forward, the new policy framework for Canada's agriculture, agri-food and agri-based products industry, Cabinet has approved $300 million for 2008-2009 for non business risk management programming. This funding would be requested through Supplementary Estimates.

The figures have been rounded to the nearest millions of dollars. Figures that cannot be listed in millions of dollars are shown as 0.0.
Due to rounding, figures may not add to the totals shown.

DEPARTMENTAL PLANNED SPENDING AND FULL-TIME EQUIVALENTS

($ millions)	Forecast Spending 2007-2008[1]	Planned Spending 2008-2009[2]	Planned Spending 2009-2010[2]	Planned Spending 2010-2011[2]
Main Estimates				
Business Risk Management	1,272.5	1,763.6	678.0	675.3
Food Safety and Food Quality	120.9	63.1	63.0	63.1
Markets and International	112.0	96.3	96.1	96.2
Environment	331.7	246.8	247.7	247.5
Innovation and Renewal	611.9	425.7	370.7	366.7
Rural and Cooperatives Secretariats	27.0	15.6	13.6	13.6
National Farm Products Council	3.8	5.3	5.3	5.3
Canadian Pari-Mutuel Agency	15.0	13.8	13.3	13.3
Main Estimates (gross)	***2,494.8***	***2,630.0***	***1,487.5***	***1,480.6***
Less: Respendable Revenue	60.5	60.4	61.7	63.1
Total Main Estimates	***2,434.3***	***2,569.6***	***1,425.7***	***1,417.4***
Adjustments (Planned Spending not in Main Estimates):				
Supplementary Estimates:				
Funding that will help transition producers from the current Business Risk Programming to the new AgriInvest program	569.1			
Funding for the Cost of Production Benefit to assist producers in addressing past income declines due to increases in costs of production over the last four years	406.1			
Funding in support of the implementation of the Agricultural Policy Framework	84.0			
Funding to set up a disaster relief framework that would provide a coordinated process for federal, provincial, and territorial governments to respond rapidly to agricultural disasters (AgriRecovery Program)	71.0			
Contributions in support of Business Risk Management Programs under the Agricultural Policy Framework – Canadian Agricultural Income Stabilization Program	37.0			
Funding to facilitate the disposal of tissues that can carry the Bovine Spongiform Encephalopathy (BSE) disease and infect the entire food and animal chain	34.4			
Funding to assist producers in British Columbia, Alberta, Saskatchewan and Ontario with purchasing and hauling feed and/or water for animals in an effort to recover from the economic impacts of the 2006 drought	32.6			
Funding for investments in sectoral capacity that support the transformation and transition of farmers and agri-food and agri-bioproduct into new areas of opportunity (New Opportunities for Agriculture Initiatives)	31.7			
Funding to ensure that agricultural producers have an opportunity to invest and participate in the emerging renewable fuels industry (ecoAgriculture Biofuels Capital Initiative)	30.5			
Funding to support the establishment, further development and operations of bioproducts research networks (Agricultural Bioproducts Innovation Program)	28.7			
Funding to support the Cover Crop Protection Program in response to flood damage	24.8			
Funding to support the Canadian Farm Families Option Program, which provides low income farm families with short-term financial assistance and access to renewal services to improve long-term income	19.0			

($ millions)	Forecast Spending 2007-2008[1]	Planned Spending 2008-2009[2]	Planned Spending 2009-2010[2]	Planned Spending 2010-2011[2]
Funding for the development and implementation of an IM/IT solution that enables efficient and effective delivery of AgriInvest, AgriStability and other future Business Risk Management programs	15.9			
Funding to help control the spread and impact of Porcine Circovirus Associated Diseases through the testing and inoculation of hog herds in Canada (Initiative for the Control of Diseases in the Hog Industry – Circovirus Inoculation Strategy)	15.3			
Funding for the continuation of capital renewal and maintenance of agricultural facilities across Canada	13.3			
Funding to administer a quicker, more flexible Business Risk Management tool for dealing with declines in income	9.8			
Reinvestment of royalties from intellectual property and of revenues from sales and services related to research, facilities and equipment	7.8			
Funding in support of organizations to facilitate adaptation and rural development within the Agriculture and Agri-Food Sector under the Biofuels Opportunities for Producers Initiative	7.0			
Funding to increase the tender fruit sector's viability and profitability by eradicating the Plum Pox Virus in Canada (*horizontal item*)	6.0			
Funding for activities that are essential to the continued implementation of the *Public Service Modernization Act* (*horizontal item*)	2.1			
Canadian Cattlemen's Association Legacy Fund	2.0			
Funding for the Orchards & Vineyards Transition Program to help alleviate the financial burden of transitioning to more competitive stock varieties	1.7			
Funding related to the assessment, management and remediation of federal contaminated sites (*horizontal item*)	1.2			
Funding in support of the expansion of co-operatives under the Co-operative Development Initiative	1.2			
Transfer from Natural Resources Canada – To support the BIOCAP Canada Foundation	0.6			
Funding for the Government of Canada Exhibitions Program and the Government of Canada Rural Exhibits Program (*horizontal item*)	0.5			
Funding to assist producers in Quebec, affected by the golden nematode, more specifically potato producers, in order to provide financial quick relief as well as renewal programming to evaluate longer term implications (Golden Nematode Disaster Program)	0.5			
Funding for pest management controls for the evaluation and registration of new low-risk pesticides and increasing the use of evidence-based risk assessments (*horizontal item*)	0.5			
Transfer from Canadian Heritage – For the development of Official Language Minority Communities (Interdepartmental Partnership with the Official Language Communities) (*horizontal item*)	0.4			
Funding in support of the *Federal Accountability Act* to evaluate all ongoing grant and contribution programs every five years (*horizontal item*)	0.2			
Transfer from Western Economic Diversification – In support of the Minister's Regional Office in Saskatchewan	0.2			
Funding to undertake projects related to the development and application of biotechnology (Canadian Biotechnology Strategy) (*horizontal item*)	0.1			
Funding for implementation of the action plan to strengthen Canada's regulatory system and establish a Centre of Regulatory Expertise within the Treasury Board Secretariat (*horizontal item*)	0.1			

($ millions)	Forecast Spending 2007-2008[1]	Planned Spending 2008-2009[2]	Planned Spending 2009-2010[2]	Planned Spending 2010-2011[2]
Transfer from National Defence – For public security initiatives (*horizontal item*)	0.0			
Funding to prepare for Canada's participation in International Polar Year 2007-2008, an extensive international research program in the Arctic and Antarctic (*horizontal item*)	0.0			
Transfer to Public Service Human Resources Management Agency of Canada – To support the National Managers' Community	(0.1)			
Transfer to Public Safety and Emergency Preparedness – In support of the recently acquired responsibilities related to the Minister's Regional Office in British Columbia	(0.2)			
Transfer to Foreign Affairs and International Trade – To provide support to departmental staff located at missions abroad	(0.2)			
Less: Spending Authorities available within the Vote	(209.2)	–	–	–
Total Supplementary Estimates	**1,245.5**	–	–	–
Budget Announcement:				
Total Budget Announcement	–	–	–	–
Other:				
Operating Budget Carry Forward	31.5			
Employee Benefit Plan (EBP)	5.7	–	–	–
Collective Agreement Salary Increases	4.1	–	–	–
Internal Audit	0.4			
Assuring Program Continuity in the Implementation of the Growing Forward Policy Framework		300.0	–	–
Next Generation of Agriculture and Agri-Food Policy Non-BRM (Growing Forward)		–	300.0	300.0
Business Risk Management Suite Programs – Income Stabilization		217.6	844.3	846.3
Action Plan for the Agricultural Sector – Enhanced Negative Margin Coverage		25.0	25.0	25.0
Funding for the development and implementation of an IM/IT solution that enables efficient and effective delivery of AgriInvest, AgriStability and other future Business Risk Management programs		19.4	12.8	–
Initiative for the Control of Diseases in the Hog Industry		16.7	18.7	7.2
Funding to set up a disaster relief framework that would provide a coordinated process for federal, provincial, and territorial governments to respond rapidly to agricultural disasters (AgriRecovery Program)	–	13.3	121.7	121.7
Farm Support – Enhanced Agriculture Support		8.2	14.3	11.0
Business Risk Management Suite Programs – AgriInsurance		6.5	183.5	189.1
Biotechnology Budget (Genomics)		6.0	6.0	6.0
Business Risk Management Suite Programs – AgriInvest Cost of Production Element		6.0	106.0	106.0
Business Risk Management Suite Programs – Private Sector Risk Management Partnership		4.4	4.4	4.4
Amendments to the Advance Payments Program – Administration		1.6	1.5	1.5
Total Other	**41.8**	**624.7**	**1,638.1**	**1,618.1**
Total Adjustments	***1,287.3***	***624.7***	***1,638.1***	***1,618.1***
Total Net Planned Spending	***3,721.6***	***3,194.3***	***3,063.9***	***3,035.5***
Less: Non-Respendable Revenue	30.6	32.7	25.3	25.3
Plus: Cost of services received without charge[3]	54.2	57.6	57.7	58.4
Total Departmental Spending	***3,745.2***	***3,219.1***	***3,096.4***	***3,068.6***
Full-time Equivalents (FTEs) [4]	***6,705***	***6,705***	***6,701***	***6,700***

1 Forecast Spending 2007-08 reflects the authorized funding levels to the end of the fiscal year 2007-2008 (not necessarily forecast expenditures).

2 Planned spending reflects funds already brought into the department's reference levels as well as amounts to be authorized through the Estimates process (for the 2008-2009 through to 2010-2011 planning years) as presented in the Annual Reference Level Update. It also includes adjustments in future years for funding approved in the government fiscal plan, but yet to be brought into the Department's reference levels.

3 Cost of services received without charge include accommodation provided by Public Works and Government Services Canada (PWGSC), contributions covering employer's share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (TBS), Worker's compensation coverage provided by Human Resources and Social Development Canada (HRSDC) and salary and associated expenditures of legal services provided by the Department of Justice Canada. See details in the "Services Received Without Charge" Table on the Website.

4 In addition to the FTEs noted above, in 2007-2008 there are 109 FTEs employed by AAFC funded by respendable revenue sources from collaborative research projects with industry, and other activities not funded through AAFC appropriations. Also, 381 FTEs were employed as students. Data for 2008-2009 to 2010-2011 similarly does not make any provision for staff funded through respendable revenue sources or students.

Note: The above amounts include funding for all votes as well as statutory amounts.

The Planned Spending for 2008-2009 is $3,194.3 million compared to $3,721.6 million for 2007-2008, a difference of approximately $527.3 million. This is largely attributable to 2007-2008 including Budget 2007 items (i.e. $1.0 billion for Cost of Production and AgriInvest Kickstart) partially offset by increases in 2008-2009 related to the new suite of BRM programming and reprofiling of Action Plan funding.

The figures have been rounded to the nearest millions of dollars. Figures that cannot be listed in millions of dollars are shown as 0.0.
Due to rounding, figures may not add to the totals shown.

Summary Information

DEPARTMENTAL RESOURCES (total net planned spending)

2008-09		2009-10		2010-11	
$ Millions	FTEs*	$ Millions	FTEs	$ Millions	FTEs
3,194.3	6,705	3,063.9	6,701	3,035.5	6,700

* Full Time Equivalents

DEPARTMENTAL PRIORITIES

Name	Type
1. Business Risk Management	Ongoing
2. Food Safety and Food Quality	Ongoing
3. Markets and International	Ongoing
4. National Farm Products Council	Ongoing
5. Environment	Ongoing
6. Innovation and Renewal	Ongoing
7. Rural and Co-operatives	Ongoing
8. Canadian Pari-Mutuel Agency	Ongoing

PROGRAM ACTIVITIES BY STRATEGIC OUTCOMES

	Expected Result	Planned Spending (Net) ($ Millions)			Contributes to priority:
		2008-09	2009-10	2010-11	
Security of the Food System Strategic Outcome					
Business Risk Management	Increased producer capacity to manage business risks	2,080.3	2,002.0	1,976.5	1
Food Safety and Food Quality	Protecting the health of Canadians by improved farming practices and processes that lead to increased food safety Increased availability to consumers of high-quality, health-enhancing food products	97.2	97.1	97.1	2
Markets and International	A competitive sector that has the necessary attributes to strategically position itself to take advantage of new market opportunities, and / or to reposition itself to protect against changing market risks Access to export markets is maintained and expanded	127.7	127.5	127.5	3
National Farm Products Council	The supply management system for poultry and eggs as well as the check-off system for beef work in the balanced interests of stakeholders, from producers to consumers	5.3	5.3	5.3	4
Total Security of the Food System		*2,310.5*	*2,231.9*	*2,206.5*	
Health of the Environment Strategic Outcome					
Environment	Reduced environmental risk from agriculture and agri-food sector, ensuring environmental sustainability of the sector in support of Canada's environmental policies	389.2	388.7	387.1	5
Total Health of the Environment		*389.2*	*388.7*	*387.1*	
Innovation for Growth Strategic Outcome					
Innovation and Renewal	Participating farmers and farm families meet their financial goals Agriculture and agri-food sector develops sector-based, innovative, market-focused strategies that utilize science to transform commodities into new value-added or bioproduct opportunities for processors, producers and rural communities and new life-sciences products for consumers	465.2	416.3	415.0	6
Rural and Co-operatives	Innovative economic communities benefiting from economic opportunity	29.5	27.5	27.5	7
Canadian Pari-Mutuel Agency	Pari-mutuel betting is conducted in a way that is fair to the Canadian betting public	0.0	-0.5	-0.6	8
Total Innovation for Growth		*494.7*	*443.3*	*441.9*	
TOTAL		3,194.3	3,063.9	3,035.5	

The Planned Spending for 2008-2009 is $3,194.3 million compared to $3,063.9 million for 2009-2010, a difference of approximately $130.4 million. This is largely attributable to reductions related to the following programs:

- in the Business Risk Management (BRM) Program Activity funding for facilitating the disposal of Specified Risk Materials (SRM)
- and in the Innovation & Renewal Program Activity funding for the Canadian Farm Families Options Program, the ecoAgriculture Biofuels Capital Initiative, Agricultural Bioproducts Innovation Program and the Orchards and Vineyards Transition Program.

The figures have been rounded to the nearest millions of dollars. Figures that cannot be listed in millions of dollars are shown as 0.0.
Due to rounding, figures may not add to the totals shown.

Operating Environment

There are many issues that affect the state of the sector today and will continue to shape the industry well into the future.

Canada's farmers, farm families and farming communities are the heart of Canadian agriculture and agri-food, and play an important role in Canada, from both an economic and social perspective. The agriculture and agri-food sector, which comprises primary agriculture, food and beverage processing, and distribution, including retail and food service outlets, accounts for approximately eight per cent of the country's GDP. In 2006, it generated $137 billion in consumer sales in Canada, exported more than $32 billion in agriculture and food products (including seafood), and contributed almost $7.1 billion to Canada's overall trade surplus. It employs about two million Canadians, representing one of every eight jobs in the country.

Ensuring the sector has the tools it needs to continue this contribution is key to maximizing its long-term profitability and competitiveness, while meeting growing market and consumer demands for safe food and environmental stewardship.

The agriculture and agri-food sector is constantly changing and evolving. While this poses challenges for the sector, it also provides enormous potential for all stakeholders to benefit. New markets, better access to existing markets and scientific advances are the keys to achieving a competitive and prosperous future for the sector. *Growing Forward* will help ensure the sector is best positioned to take advantage of this potential.

OPPORTUNITIES AND CHALLENGES

Production risks

Agricultural production carries inherent risk and uncertainty. There are several factors posing increasing threats to the ongoing capacity of the sector to produce, including the weather, long-term climate change, pests and disease, increased risk of pandemics affecting both animals and people, and increased competition for land and water for agriculture use.

Such threats underline the importance of focusing on biosecurity and the need to proactively prepare for and prevent the impact of potential threats before they occur, while strengthening the capacity of the sector to respond to and recover from crises when they do.

Market and trade conditions

Canada produces far more agriculture and food products than it consumes. As a result, the agriculture and food sector and the country rely heavily on export markets. Canada has traditionally found great success internationally, based on the quality and diversity of the goods it produces.

Several factors are limiting the ability of Canadian producers to compete in the global market. Competition from low-cost suppliers, coupled with more complicated and varied consumer tastes, makes meeting market demands increasingly challenging for the various segments of the value-chain.

Some factors impacting the Canadian agriculture and food sector now, and that could continue to have an impact in future years, include:

- an increasingly liberalized international trading environment;
- the impact of the appreciating Canadian dollar on traded commodities and agricultural inputs;

- increased prices for agricultural inputs such as feed, fertilizer and fuel;
- increased competition from low-cost and high-subsidy countries in bulk commodity markets, and a declining market share for some sectors in Canada;
- agricultural and other policies implemented by other countries;
- an increasing demand from domestic and international consumers for healthy and environmentally sustainable food and related products, with certification playing an increasingly important role for ensuring market access (e.g. organics).

Several of these factors have contributed to the current income crisis facing Canadian livestock producers. Decreasing prices, increasing input costs, a strengthened Canadian dollar and regulatory compliance costs are making it difficult for producers and processors to meet their financial obligations.

To successfully compete in global markets, the sector must be forward-looking and have access to the right information to identify and respond to emerging trends ahead of Canada's competitors.

There is a need to continue providing the tools necessary to encourage adaptation that enables the sector to achieve lower costs, penetrate higher-value markets and achieve greater profitability. Given that Canada relies heavily on exports for the success of the sector, governments also need to work to ensure continued access to existing markets and to gain access to new ones.

Consumer demands

Consumers at home and around the world are seeking more from their food, including greater choice, greater assurance of safety, and better information to help them make healthier choices. Consumers are also becoming more aware of the relationship between agricultural production and the environment.

Thus, considerable scope exists for the sector to further deliver greater food safety, environmental, and health and wellness benefits to consumers. Strong food safety systems will help promote consumer confidence in Canadian agricultural products, both at home and in key export markets, and will demonstrate what the Government of Canada is doing to protect the environment and promote food safety.

Canada has an excellent, longstanding reputation for producing safe food for Canadian and global consumers. This will continue, but the customer of the future for Canada's agriculture and agri-food sector will go beyond purchased food. The potential for production beyond food opens new possibilities such as biofuels and industrial materials.

Increasing innovation

To excel in today's global marketplace, Canada must capitalize on its natural endowments as well as its strengths: the skills and knowledge of its people; its research and development capacity; and its strong production and regulatory systems. Segments of the sector are already competing successfully and are at the forefront of innovation, but that competitive success will need to expand to the sector as a whole.

There is a need for continuous investment in innovation in terms of adoption of new technologies, development of business skills, and understanding of market requirements to enable producers and enterprises to lower costs, penetrate new markets and achieve greater profitability. The sector also needs to focus on product differentiation and value-added opportunities, such as those associated with the bioeconomy, to build a sustainable competitive advantage.

Agriculture will be a central player in the emerging biofuels sector. The Government of Canada's new biofuel strategy supports the development of this emerging sector through a number of initiatives including the intent to regulate an annual average renewable content of five per cent renewable fuel content in gasoline by 2010, and two per cent in diesel fuel and heating oil by 2012.

Indeed, the entire bio-economy holds great promise for Canada's agriculture and agri-food sector. The decreasing cost of biomass, and advances in process technology that allow sustainable mining of biomass as an industrial feedstock are driving new industries in Canada to generate bio-energy and

bioproducts. The agriculture and agri-food sector will be a major contributor of the biomass needed to fuel this emerging industry.

The Government of Canada's agenda

AAFC's priorities are also linked directly to the broader agenda and policy direction of the Government of Canada, including:

- Advantage Canada;
- the Federal Science and Technology Strategy;
- the Renewable Fuels Strategy; and
- the Speech from the Throne, notably the pillars *building a stronger federation*, *providing effective economic leadership* and *improving our environment*.

Shared jurisdiction

Recognizing the shared jurisdictional nature of agriculture in Canada, it is important to continue to work closely with provincial and territorial partners to develop effective policies and programs for the sector. *Growing Forward* will involve continued collaboration among federal, provincial and territorial governments in support of shared priorities for the sector's long-term growth and competitiveness.

In addition, jurisdiction for several factors influencing the competitiveness of the sector, such as international trade and regulatory reform, lies outside of AAFC's mandate. The department works with its portfolio partners and other federal departments to ensure positive outcomes on these and related issues to support the long-term competitiveness and prosperity of the sector.

GROWING FORWARD – A NEW STRATEGIC RESPONSE

For the agriculture and agri-food sector to adapt and respond to the changing market and production realities, the sector must continue to move beyond the production of traditional bulk commodities, to take full advantage of new opportunities and to keep pace with, and effectively respond to, changing market demands.

While significant progress has been made, the expiry of the Agricultural Policy Framework (APF) at the end of March 2008 provides an opportunity to better position the sector to succeed. The APF was an important investment towards broader transformation across the sector. *Growing Forward* will build on this investment.

The 2008-2009 fiscal year will be a transition period from the APF to *Growing Forward*, a transformative policy framework that supports an industry that is competitive in international and domestic markets, generates economic returns to the sector and the Canadian economy as a whole, and meets growing market and consumer demands for safe food and environmental stewardship.

Programs will be evaluated, adjusted, and a new strategic plan embraced by all partners will be put in place to respond to industry requirements. New performance indicators will be developed under *Growing Forward* to make clear AAFC's commitment to putting farmers first. In the meantime, Canada's agriculture ministers have sought authorities from their governments to continue existing programs under the current APF for up to one additional year while *Growing Forward* programs are being developed and implemented.

The framework also recognizes that not all provinces are alike. Federal, provincial and territorial programs will include provisions to allow for regional differences. Federal, provincial and territorial governments also recognize that there are instances where more flexible program design and implementation could increase the sector's ability to meet objectives, while taking into account the existing delivery mechanisms of the provinces and territories. Flexibility in program design and delivery, on a provincial/territorial basis, will result in innovative programming that: responds quickly to emerging priorities; advances key objectives, including those established in the framework; and is more responsive to provincial and territorial needs.

Departmental Plans and Priorities

Within the framework of agriculture and agri-food policy, AAFC seeks to achieve results under its three strategic outcomes:

- **Security of the Food System:** A secure and sustainable agriculture and agri-food system that provides safe and reliable food to meet the needs and preferences of consumers;
- **Health of the Environment:** An agriculture and agri-food sector that uses environmental resources in a manner that ensures their sustainability for present and future generations; and
- **Innovation for Growth:** An innovative agriculture and agri-food sector that develops food and other agriculture-related products and services in order to capture opportunities in diversified domestic and global markets.

During the next three years, AAFC and its portfolio partners will pursue key program activities under each of these three strategic outcomes to advance the agriculture and agri-food agenda and help ensure the best quality of life for all Canadians.

However, as the APF comes to an end and the transition is made to Growing Forward, the department will redefine its strategic outcomes during 2008-09. These new outcomes will provide the framework within which AAFC will report to Parliament and central agencies on plans, expenditures and performance in subsequent years.

GROWING FORWARD: NEW STRATEGIC OUTCOMES

AAFC is developing and refining new strategic outcomes for 2009-10, as *Growing Forward* is fully implemented. These new outcomes are expected to reflect the following:

- A Competitive and Innovative Sector
- A Sector that Contributes to Society's Priorities
- A Sector that is Proactive in Mitigating Risk

As such, there will be a cross over between the existing strategic outcomes and the new strategic outcomes over the course of the year, but the department's existing strategic outcomes will still apply for the 2008-09 reporting period.

STRATEGIC OUTCOME: SECURITY OF THE FOOD SYSTEM

A secure food system is one that is profitable and can be relied upon by consumers to provide the products they want and need. Through the Security of the Food System strategic outcome, AAFC, along with its portfolio partners the Canadian Food Inspection Agency and the Canadian Grain Commission, aims to ensure Canada can continue to produce, process and distribute safe and reliable food. To achieve this, the country needs an agriculture and agri-food sector that is healthy, stable and viable.

The department's approach to achieving Security of the Food System is based on ensuring farmers and food producers have the tools they need to manage business risks, maintaining and enhancing consumer confidence in the safety and quality of Canada's agriculture and agri-food products, and sustaining and expanding access to global markets.

Program Activity: Business Risk Management

Farming in Canada requires a comprehensive and proactive approach to managing risk. Through BRM programming, AAFC, together with its provincial and territorial government and industry partners, will work to increase farm income stability for farmers. It will also aim to mitigate the impact of disasters on producers and reduce the financial impact of production losses caused by natural disasters, and encourage greater producer investment in their operations.

The 2008-09 fiscal year will mark a change in the way the department approaches BRM programming. While previous income-stabilization programs provided record-levels of assistance, the expiry of the APF provides an opportunity to make advancements in programming to address issues identified through consultations between governments and industry. New income-stabilization programming is being introduced to build on experience gained with past programs and provide producers across the country with more responsive, predictable and bankable assistance. This includes giving producers more control over a portion of such assistance through a savings-account approach to smaller income declines while evolving to an improved margin-based approach to address larger income declines.

Program Activity: Food Safety and Food Quality

Maintaining and enhancing public confidence in the safety and quality of food products is vital to the economic sustainability of Canada's agriculture and agri-food sector. Consumers continue to demand more information and greater assurances about the safety and quality of the food they eat, and they require healthy, nutritious products to help achieve the best possible quality of life. Enhancing Canada's food safety and quality systems and ensuring a stronger link between health and food products will require AAFC to continue to work with its portfolio partners and other federal organizations, provincial and territorial governments, producers and processors, for a horizontal and cohesive approach.

To this end, AAFC will work with all partners in 2008-09 to increase the number of government-recognized food safety control systems developed and implemented across the country, enhance human health and wellness through food, nutrition and innovative products, enhance the quality of food and the safety of the food system, and enhance the security and protection of the food supply.

Over the long term, the new policy framework, *Growing Forward* will focus on implementing food safety systems within high risk areas of the food system chain. A sector that is seen by the public and its trading partners as a participant in a highly effective Canadian food safety regime, will reap the benefits of being consumers' choice the world over.

Program Activity: Markets and International

Canada relies on international trade for economic growth, and the agriculture and food sector plays a major role in the country's trade success. While Canadian producers and processors have helped Canada earn a strong reputation as a reliable supplier of safe, innovative and high-quality agriculture and food products, there is constant pressure on the sector from other competitors and the trade practices and policies of countries around the world. Understanding market requirements is necessary to innovate and succeed in key emerging sectors, such as the bio-economy and health and wellness products, and in key markets. AAFC will need to work closely with the agriculture and food sector to ensure they have the tools and information to optimize profitability. Ensuring Canada's producers and processors maintain and enhance their reputation, exports, ability to seize market opportunities, and access to international markets will require a continued co-ordinated effort from all partners.

All of these activities come together in support of the Government of Canada's focus on the Americas. AAFC manages the agricultural components of free trade negotiations with Peru, Colombia and the Central America Four, cooperates actively with Brazil and Cuba and represents Canadian interests at the Inter-American Institute for Co-Operation on Agriculture.

Among its Markets and International activities in 2008-09, AAFC, together with its portfolio partners, will continue to support initiatives and strategies that enhance market opportunities and success for Canadian agriculture and food producers and processors, and work to re-open and expand markets for a variety of products. The department will also continue to collaborate with other departments and agencies and work with foreign governments to influence the development of technical trade policies, measures and international standards that reflect domestic Canadian policy, regulatory practices, and priorities and ensure the interpretation and implementation of existing or new international obligations or procedures do not unnecessarily or unfairly restrict Canadian exports.

The department will continue to negotiate multilateral and bilateral trade agreements that are in the best interests of the Canadian sector, and defend Canada's policies and programs against challenges brought by other countries, as well as challenge policies and programs of other countries that negatively affect Canadian interests.

Under the *Growing Forward* framework, the department will provide the tools to industry organizations and individuals to support their strategic planning. It will provide an environment, and foster skills for export development success. The department will also build supportive institutions to promote Canadian products.

Program Activity: National Farm Products Council

The National Farm Products Council will continue to oversee, promote and strengthen the competitiveness of the agricultural sector and the five national agencies it oversees.

Specifically, in 2008-09, NFPC will ensure that the supply management system for poultry and eggs as well as the national check-off system for beef work in the balanced interests of all stakeholders, from producers to consumers.

STRATEGIC OUTCOME: HEALTH OF THE ENVIRONMENT

Canadian farmers have repeatedly demonstrated that they are valuable stewards of the country's environmental resources. They already plan for and adopt many good environmental farm practices, which not only safeguard resources but also help boost the profitability of their operations. At the same time, it is clear that significantly more must be done to protect the environment as farming production is intensified and increasing numbers of consumers choose to base their buying decisions on a desire to support environmental sustainability.

Environmentally, AAFC supports the agriculture and agri-food sector through technical advice and a suite of program activities in air, water, soil, and biodiversity to ensure environmental resources are used in a way that maintains their sustainability for present and future generations.

Program Activity: Environment

In 2008-09, AAFC and its portfolio partners will work with farmers, industry, governments, environmental organizations, and citizens to reduce environmental risk of the agriculture and agri-food sector and foster improved environmental stewardship of agricultural resources, including air, water, soil, and biodiversity. The department will develop new and improved beneficial management practices (BMPs) and will work to increase adoption by the sector of these BMPs, as well as responsible land- and water-use practices. AAFC will also strengthen its efforts to assess and report on economic and environmental benefits achieved by the adoption of BMPs and other practices by agricultural producers.

Together with Health Canada's Pest Management Regulatory Agency, AAFC will also support the development and adoption by farmers of new pest management practices and the introduction of new technologies that reduce pesticide risk at the farm level.

The department will complete the implementation of the National Land and Water Information Service in support of enhanced agricultural policy development and analysis, as well as improved program delivery.

Under *Growing Forward*, the department will work with the sector to continue to improve the understanding of agriculture's impact on water quality, of agriculture's ongoing water requirements, and improving agricultural systems to minimize pollution and risk while maximizing economic opportunities.

STRATEGIC OUTCOME: INNOVATION FOR GROWTH

New knowledge is essential to increased farm profitability, sustainable growth, competitiveness of the agriculture and agri-food sector, and the economic success of Canada's rural communities. Science generates knowledge on which the sector can build innovations to achieve greater job creation, profitability and competitiveness. Innovation transforms that knowledge into benefits for Canadians. It is the process by which ideas for new and improved products and services are developed and commercialized in the marketplace.

Within a challenging global environment, there are new domestic and international opportunities emerging for agriculture, particularly concentrated around niche markets and in the emerging bioeconomy. Production of innovative value-added products, processes and services enhances profitability for the agricultural sector, including agricultural producers. Innovation and private sector investment are key drivers for commercialization of these new products, processes and services. However, public investment to support industry led innovation is required to share the risks and accelerate commercialization.

Program Activity: Innovation and Renewal

The application of science and innovation is aimed at transforming the sector by equipping it with new business and management skills, helping it become a leader in the bio-economy and application of bioproducts, assisting with the development of new knowledge-based production systems, and developing strategies to capture new opportunities.

To this end, AAFC will continue to support innovation and competitiveness in the agricultural industry by reducing barriers for agricultural producers to participate in the emerging biofuels industry, and by supporting industry led innovation strategies across agricultural value chains and sharing the risk of bringing new technologies into the market place.

In 2008-09, AAFC will further implement its Science and Innovation Strategy, while also complementing the objectives of Canada's federal Science and Technology Strategy, *Mobilizing Science and Technology to Canada's Advantage*. Through the realization of these strategies, and as part of the *Growing Forward* framework, the department will work directly with the sector to create an innovative climate that enhances the competitiveness of the agriculture and agri-food sector.

Linked with advances in science and technology is continuous learning, designed to help ensure producers have the skills, knowledge and tools required to capitalize on new opportunities and increase farm profitability. Through Renewal programming, in 2008-09 AAFC will work toward increased adoption by farmers of sound business management practices designed to strengthen their operations and improve their financial situations.

Growing Forward will build on these activities and address obstacles that inhibit sector adjustment to market realities. It will align policy with other government departments to ensure there are no impediments to sector competitiveness, and reduce regulatory impediments relating to the introduction of processes and products.

Program Activity: Rural and Co-operatives

Rural Secretariat

The challenges faced by rural communities, such as skilled labour force shortages and global economic downturns in resource industries also affect all natural resource sectors, including agriculture.

Over the last ten years, the Canadian Rural Partnership (CRP) has helped build a knowledge base about rural issues and started putting in place the partnerships and tools necessary to help rural communities achieve economic sustainability. The CRP has worked with rural stakeholders to test different approaches to determine the most effective ways to assist rural communities achieve prosperity and economic success.

While the Rural Secretariat will continue to build knowledge about rural issues and enabling strategies, it will increase its activities to build synergies, to engage rural and cross-governmental and pan-governmental partners, to develop strategies that will enable rural communities to use their innovative capacity to capture the value of local amenities, and achieve greater local economic competitiveness. This will support greater growth and prosperity for rural Canadians, as well as for the agriculture and other natural resource sectors.

Through the Rural Secretariat, the CRP is renewing its rural development focus and will build strategic partnerships in rural communities where the government is already targeting investments.

Co-operatives Secretariat

The co-operative business model has been an effective self-help tool helping Canadians and communities address their challenges and capture economic opportunities. However, lack of awareness of the co-op model and the lack of access to co-op specific expertise limits the development of co-operatives.

Since 2003, the Secretariat, through the Co-operative Development Initiative (CDI) has invested, in partnership with the co-op sector to enhance the capacity to support the development of co-operatives to enable them to provide greater economic benefits to Canadians. Over the last year, CDI provided a specific focus in agriculture (Ag-CDI), helping farmers capture opportunities in bio-fuels and other value-added areas. The Co-operatives Secretariat also developed knowledge about innovative ways for co-operatives to address challenges and capture opportunities for the development of communities.

The Secretariat will continue to support co-op development capacity. It will also build on the knowledge gained through CDI innovation projects to develop a renewed strategy, in close collaboration with all levels of government to enhance the partnership with the sector and other stakeholders to address challenges and capture opportunities and realize benefits for Canadians through the development of co-operatives. The co-op model is particularly suited to contribute to greater competitiveness and community sustainability in key areas such as agriculture, rural, remote and aboriginal communities.

Program Activity: Canadian Pari-Mutuel Agency

The Canadian horse racing industry has undergone significant transformation over the last number of years, both in response to developments specific to the horse racing market, and in response to the emergence of a broader and more competitive gaming environment.

In recognition of this changing landscape, the Canadian Pari-Mutuel Agency (CPMA) initiated a comprehensive review of its regulatory framework. This review has included consultations with industry stakeholders and examination of similarly-mandated regulatory authorities, and has lead to the development of a package of proposed regulatory changes. These proposed changes are consistent with the Cabinet Directive on Streamlining Regulations, and will promote a modern, effective, and efficient regulatory model.

While initiatives supporting the regulatory review will continue to be advanced, the CPMA will also continue to fulfill its responsibility to approve and supervise the conduct of pari-mutuel betting at racetracks and betting theatres across the country, and will provide services, including the Equine Drug Control Program, that promote the integrity of the horse racing industry.

Management Priorities

AAFC conducts its operations with the accountability, transparency and oversight called for in the Federal Accountability Act and Action Plan and associated federal government measures. These new measures include streamlining financial management policies, strengthening access to information legislation, reforming the procurement of government contracts, strengthening auditing and accountability within departments, and ensuring a fair, economical and efficient delivery of grants and contribution programs.

AAFC is also responding to the new Management, Resources and Results Structure (MRRS), which supports a common, government-wide approach to the collection, management and reporting of financial and non-financial performance information. The department recognizes that the MRRS Policy reinforces the government's commitment to strengthen its expenditure management and accountability by providing a standard basis for reporting to Canadians and Parliament on the alignment of departmental resources, program activities and results. Through the MRRS, management and accountability, in accordance with the Management Accountability Framework, will be reinforced at AAFC. It should be noted that the department's MRRS will be evergreen; it will be updated as required throughout 2008-09 to reflect the new *Growing Forward* framework.

To respond to the Clerk of the Privy Council's priorities, as set out in the Public Service Renewal Action Plan, AAFC has established strategic objectives for HR that are aligned with the priorities of the plan. Through these objectives, AAFC continues to improve upon the integration of its vital HR planning with the departmental business planning process, augment competency based leadership development, implement learning and performance tools, and further invest in technology to enable the more complex people management regime we envision. New tools will improve the department's ability to monitor and report on its performance, and will help identify opportunities to enhance future business activities.

In short, AAFC constantly strives to make the best possible use of taxpayers' dollars. The Expenditure Management System (EMS) plays a key role in helping the department achieve this goal. The EMS requires the ongoing review of programs and spending to reduce expenditures and identify opportunities for reallocation to higher priority programs, and provides for parliamentary and public input into the Budget and expenditure planning process. It enhances accountability through a focus on performance and better public information, and it also fosters improved long-term strategic planning and the adjustment of programs and services to available resources through the implementation of departmental Business Plans.

Corporate Management

The corporate management function at AAFC will continue to help co-ordinate business planning and results-based management within the department. Integral to these planning and reporting functions is risk management. As part of risk management, the department will identify key internal and external risks facing the organization, capturing them in its Corporate Risk Profile. Planning and ongoing review by executives and managers helps strengthen the department's ability to anticipate, mitigate and deal with these risks.

The recently passed *Emergency Management Act* states that every Minister is to "identify the risks that are within or related to his or her area of responsibility – including those related to critical infrastructure – and to do the following in accordance with the policies, programs and other measures established by the Minister:

- prepare emergency management plans in respect of those risks;
- maintain, test and implement those plans; and
- conduct exercises and training in relation to those plans."

The department has delegated responsibility for supporting the Minister in fulfilling his functions under the *Emergency Management Act* to its Markets and Industry Services Branch. The department's Corporate Management Branch is now responsible for managing risks to AAFC's operations.

AAFC, with its portfolio partners, is reviewing and updating the National Disaster Assistance Framework with the aim of issuing a new Emergency Management Framework to help better manage and co-ordinate the sector-wide response to emergencies, as well as those emergencies occurring within AAFC sites. As part of this framework, the department, along with its portfolio partners, is developing a plan detailing how the portfolio will respond in the event, however remote, of an influenza pandemic.

Business Continuity Planning continues to evolve within AAFC with all branches having completed a first round of plans. These plans will be finalized and exercised during the 2008-09 reporting period.

Citizen-focused Service

AAFC and its portfolio partners are committed to a client-focused approach to service delivery, and to achieving measurable improvements in response to client expectations. The department is guided by its Service Delivery Strategy, which aims to put AAFC, with its provincial and territorial partners, in a leadership role in the design and implementation of citizen-centred, responsive programs and services that contribute to a profitable and sustainable agriculture and agri-food sector.

Understanding clients and their needs is what drives service excellence at AAFC. In 2007-08 a survey of producers was undertaken to determine the drivers of service quality based on the five government-wide service delivery themes: communication, minimizing burden, fair treatment, outcome and timeliness. This survey will assist AAFC in monitoring its performance, setting service delivery priorities and better understanding the service experience of producers while providing a view of the organization from the perspective of producers as well as offering a valuable insight with respect to the reputation and image of the organization through this same lens.

The department will undertake further client surveys to determine levels of satisfaction, service quality drivers and priorities for improvement. AAFC will continue with its implementation plans to have service standards for all *Growing Forward* programs and services in place within three years. Performance information will be closely tracked and measured in an ongoing, integrated fashion.

As part of an ongoing effort to ensure information, programs and services are easily accessible, AAFC will develop, along with its provincial and territorial partners, a common federal-provincial-territorial service excellence approach for all *Growing Forward* programs and services. This common approach will help provide clients with integrated, single-window access to these programs, regardless of the deliverer.

Portfolio collaboration

The six organizations within the Agriculture and Agri-Food Portfolio – AAFC, the Canadian Dairy Commission, the Canadian Food Inspection Agency, the Canadian Grain Commission, Farm Credit Canada and the National Farm Products Council – have different mandates, but together aim to make Canada's agriculture and agri-food sector stronger and more sustainable. Many issues facing the sector, including animal health, business risk management, food safety, the new *Growing Forward* policy framework, science and innovation, and World Trade Organization negotiations, are horizontal in nature and require input and co-ordination among many stakeholders.

In this environment, portfolio collaboration helps ensure coherent policy and program development and is instrumental in effectively managing challenges in the agriculture and agri-food sector. AAFC, together with its portfolio partners, will continue to take an integrated approach toward developing policy and addressing major issues that cross organizational responsibilities. For instance, AAFC and the other organizations in the portfolio will continue to work closely to ensure the effective implementation of the *Growing Forward* policy framework.

At the same time, AAFC will continue to foster good governance at all levels of the portfolio in striving to meet the government's commitments to accountability and sound management. In addition, through effective portfolio collaboration, AAFC is better equipped to present its plans and results to Parliament in a cohesive manner.

People Management

AAFC's *People Framework* is based on the principles of staffing and promotion, learning and development and an inclusive culture. The framework enables the department to deliver on the Public Service Renewal priorities of planning, recruitment, employee development and enabling infrastructure through the following strategic outcomes for people management: dynamic planning; effective and efficient resourcing; competency-based leadership and development; employee performance management for results; and a productive and inclusive environment.

AAFC will continue to leverage technology and the flexibilities afforded by the Public Service Modernization Act to enable more efficient staffing and give HR advisors more time to provide advice and service related to complex cases. The department's Fast Track Staffing system, a web-enabled portal for AAFC managers to submit staffing requests, has been identified as a best practice and has been applied within other federal departments as a result.

Initiatives for 2008-09 will be based on forward-looking assessments of needs and will include the expansion and addition of online staffing tools for managers, innovative recruitment activities including a student bridging database, continued development and updating of the online inventory of work descriptions and their matching with statements of merit criteria and competency profiles; and an increased use of pooled staffing.

The department will continue to introduce technological enhancements so that its HR infrastructure best meets PSMA requirements, supports the Corporate Administrative Shared Service's Early Adopter's initiative, and improves its capability to monitor progress through clearly defined business process documentation and accountability.

Continued integration of HR planning and business planning in 2008-09 will ensure the department has the capacity needed to meet business requirements, which will be important as the department makes the transition to *Growing Forward*.

Information Management and Technology

AAFC has developed a strategic framework for Information Management and Information Technology (IM/IT) that will serve as an umbrella for housing all departmental IM/IT strategies and their associated roadmaps. The framework, built against the backdrop of Government of Canada and departmental directions, as well as industry trends, has four strategic outcomes:

1) effective delivery of client centered programs, services and information;
2) a pervasive culture for leveraging, sharing and managing information with associated competencies;
3) effective support for enterprise management excellence; and
4) sound management of information and technology assets.

These four strategic outcomes will be used to deliver on the three lines of IM and IT business: infrastructure; application and information management with support from architecture; and policies and planning.

A key piece for the successful implementation of the strategic framework will be a business model which will articulate how services, funding and governance for IM and IT will be managed within AAFC.

Parliamentary Committee Reports

On December 12, 2007, the House of Commons Standing Committee on Agriculture and Agri-Food tabled its *Report on the Beef and Pork Sector Income Crisis*. The report examines the causes behind the acute income crisis facing hog and cattle producers, and makes recommendations on how to address the crisis.

In preparing its report, the Committee met with several witnesses, including the Canadian Cattlemen's Association, the Canadian Meat Council, the Canadian Pork Council, Fédération des producteurs de bovins du Québec, Fédération des producteurs de porcs du Québec, and Maple Leaf Foods Inc.

The situation has implications for both short-term and transitional measures to alleviate the worst effects of the crisis and for longer-term measures, such as adjustments to ongoing business risk management programs, to improve the competitiveness of the industry in the long run. Recommendations by the Committee focus on measures that could help provide some much needed cash flow (in the short-term), and adjustments to current programming to ease the burden of current conditions (in the long-term).

Under the Standing Orders, a government response is required within 120 calendar days of the presentation of the report. A response is expected in April 2008.

The report is available at the following site: **http://cmte.parl.gc.ca/Content/HOC/committee/392/agri/reports/rp3194677/392_AGRI_Rpt01-e.html**.

Analysis of Program Activities by Strategic Outcome

STRATEGIC OUTCOME: SECURITY OF THE FOOD SYSTEM

Through the Security of the Food System strategic outcome, AAFC aims to ensure Canada's agriculture and agri-food sector can continue to produce, process and distribute safe and reliable food. To achieve this, the country needs a sector that is healthy, stable and viable.

The department's approach to ensuring Security of the Food System is based on ensuring farmers and food producers have the tools they need to manage business risks, maintaining and enhancing consumer confidence in the safety and quality of Canada's agriculture and food products, and sustaining and developing global markets by both seizing opportunities and expanding access in those markets.

To achieve the Security of the Food System strategic outcome, AAFC works through the departmental program activities of Business Risk Management, Food Safety and Food Quality, and Markets and International. The National Farm Products Council also contributes to this strategic outcome.

Program Activity: Business Risk Management

Enhancing producers' capacity to manage risk, and increasing the sector's viability and profitability		
Expected Results	**Performance Indicator**	**Target**
increased producer capacity to manage business risks	producers have the tools, knowledge and opportunity to manage business risk	70% of producers representing 80% of farm receipts participate in BRM programs by March 31, 2009

Planned Spending		
2008-09	**2009-10**	**2010-11**
$2,080.3M 1,295 FTEs	$2,002.0M 1,295 FTEs	$1,976.5M 1,295 FTEs

Business risk management (BRM) programming is designed to help ensure producers have the capacity needed to mitigate risks by providing the necessary tools. By effectively managing risk, producers can focus on seeking out new opportunities to strengthen their ability to produce safe and innovative food and non-food products for consumers at home and around the world.

The 2008-09 fiscal year will bring changes to the structure and delivery of BRM programming in Canada. With the expiry of the Agricultural Policy Framework (APF) in March 2008, and pursuant to extensive consultations with both government and industry stakeholders from across Canada, the federal government committed to replacing existing programs and specifically addressing disaster assistance outside of income-stabilization programming. Federal, provincial and territorial ministers of agriculture agreed in principle and, as such, the new *Growing Forward* policy framework will guide the remaining development of the replacement for the current APF. As part of this, ministers agreed to an open and seamless transition to new BRM programs that are more responsive, predictable and bankable for farmers.

In previous years producers had access to the Canadian Agricultural Income Stabilization (CAIS) program. It was designed to provide income stabilization and disaster protection under a single program, helping producers protect their farming operations from both small and large drops in income due to circumstances beyond their control. Since the CAIS program was first implemented in 2003, several events (i.e. BSE, droughts, floods, etc.) and more general circumstances in the sector (i.e. declining commodity prices) have led to criticisms of the program. The primary complaints have been that the program does not provide timely assistance, nor does it provide a predictable level of assistance.

Timeliness is an issue because CAIS payments are issued only after the producer files income tax for the program year. The complexity of the calculations used to determine program benefits limit the ability of producers to predict their program benefits. These issues conspire to severely limit producers' "bankability" of program benefits – the ability to use expected benefits as collateral for credit.

A new suite of BRM programs

To ensure BRM programming is simple, responsive, timely, predictable, and bankable, while also providing greater flexibility, a new suite of BRM programs will be available to producers in 2008-09. These programs, which will form an integral part of the new Growing Forward framework, include:

- ***AgriStability***, an improved margin-based program providing support when a producer experiences larger farm income losses (i.e. declines of more than 15 per cent);
- ***AgriInvest***, a savings account for producers, supported by governments, that provides coverage for small income declines and replaces the top tier (15 per cent) of margin-based assistance;
- ***AgriRecovery***, a disaster relief framework providing a co-ordinated process for federal, provincial and territorial governments to respond rapidly when natural disasters strike; and
- ***AgriInsurance***, the suite of programs, including Production Insurance, Cover Crop Protection Program and Private Sector Risk Management Partnerships, designed to assist producers with the management of economic losses caused by specific natural perils (weather, pests, disease) as well as assistance for the development of tools that can be provided by the private sector to producers for the management of risk.

Because these programs are new for the 2008-09 fiscal year, they are discussed in greater detail below.

AgriStability

Starting with the 2007 program (tax) year, AgriStability will replace the coverage for income declines greater than 15 per cent under what was the CAIS program, while maintaining the margin-based approach for these larger income declines. Consultations with industry and governments in late-2006 and early-2007 indicated support for maintaining two fundamentals of such programming: the margin-based approach and whole-farm principle. This program will incorporate all the program design and service delivery enhancements to improve the predictability and responsiveness of margin-based programming.

Some key enhancements to the margin-based approach to income stabilization assistance include:

- the replacement of the producer deposit requirement with a more affordable fee;
- the inclusion of a better method of valuing inventories;

- broader eligibility criteria for negative margin coverage;
- a targeted advance mechanism for disaster situations, building on the interim payment feature; and
- improved service delivery (including a late filing option, automatic sign-up, electronic filing, online calculators, a harmonized Income Tax/CAIS form, reduced information requirements, common service standards, and clearer program statements and communications).

AgriInvest

Through AgriInvest, producers will be able to self-manage, through producer-government savings accounts, the first 15 per cent of their margin losses for a production year. Annual producer deposits will be matched by government deposits (cost-shared 60:40 by federal and provincial governments) into producers' accounts.

AgriInvest will address several of the shortcomings of previous margin-based stabilization programming under the CAIS program. In May 2007 the federal Auditor General expressed concern about the complexity and rigidity of CAIS and the timing of payments under the program. AgriInvest will help address these issues through a simpler and more predictable method of calculating program benefits, as well as by providing producers with timely access to accumulated balances in their accounts. Overall, AgriInvest will improve the responsiveness, predictability and bankability of the new BRM program suite by providing producers with a secure and accessible source of income assistance to address small drops in farm income. The program introduces a proactive element to the traditionally reactive BRM programming suite. Producers will have the flexibility to use the funds to address declines in income or make investments to reduce on-farm risks or increase farm revenues. AgriInvest will provide coverage starting with the 2007 program (tax) year.

To assist producers in the transition to the new suite of BRM programs, the Government of Canada is providing $600 million to kick-start AgriInvest accounts.

AgriRecovery

Federal, provincial and territorial governments have often provided assistance against the immediate impacts of a disaster through ad hoc disaster funding and programming. While these ad hoc programs have allowed a more tailored response to disasters, there is currently no clear model to quickly get these programs up and running when and where they're needed most. This can result in an uncoordinated and lengthy program development and implementation process, which can impede the ability of governments to provide quick and effective disaster support when it is needed most.

AgriRecovery will help focus the coordination effort by clearly defining what constitutes a natural disaster, and providing fast-tracked programs to quickly fund initiatives in response to natural disasters when they occur. This will speed up the program design and implementation period and allow governments to get disaster assistance payments out to producers when they are needed most. AgriRecovery will facilitate the process for governments to provide short-term, timely assistance to help producers re-establish their income and contain the long-term impacts after a disaster.

AgriInsurance

AgriInsurance will comprise existing programs including Production Insurance (PI), Private Sector Risk Management Partnerships (PSRMP) and the Cover Crop Protection Program (CCPP), and will be extended to livestock and additional commodities. In 2008-09:

- PI will aim to reduce the financial impact on producers of production losses caused by uncontrollable natural perils, and work with the provinces will continue on the development of coverage options for livestock;
- PSRMP will assist with development of new private sector risk management tools for agricultural producers; and
- CCPP will provide financial assistance for producers affected by excess soil moisture in designated areas.

Financial Guarantee Programs

In addition to the new suite of BRM programs, producers will continue to have access in 2008-09 to financial guarantee programs designed to help ensure producers have access to adequate operating cash and credit. These programs include the Advance Payments Program (APP), and the *Farm Improvement and Marketing Cooperatives Loans Act* (FIMCLA) program.

The Advance Payments Program is a financial loan guarantee program that gives producers access to credit through cash advances. The maximum advance available under the program is $400,000, of which up to $100,000 can be interest-free. The APP offers improved cash flow throughout the year and better opportunities for marketing their agricultural products.

The purpose of the *Farm Improvement and Marketing Cooperatives Loans Act* and Regulations is to increase the availability of loans for improvement and development of farms and the processing, distribution or marketing of farm products by co-operative associations. For individual applicants, including corporations, the maximum amount for a FIMCLA loan is $250,000; for co-operatives associations, the maximum is $3-million for the purpose of processing, distribution or marketing the products of farming on a co-operative basis. Each member or shareholder of the co-operative must be a farmer.

To ensure the FIMCLA program can continue to meet the needs of producers, legislative changes will have to be made to the Act. This is a key initiative for 2008-09; the success of the FIMCLA program will depend upon these legislative changes being made in a timely fashion. Further consultations and marketing activities will also have to take place to ensure the private lenders are aware of the program changes and requirements.

Program Activity: Food Safety and Food Quality

Minimizing the risk and impact of food-borne hazards on human health, increasing consumer confidence and improving the sector's ability to meet or exceed market requirements for food products, and provide value-added opportunities through the adoption of food safety, food quality and traceability systems

Expected Results	Performance Indicator	Target
protecting the health of Canadians by improved farming practices and processes that lead to increased food safety	percentage of producers adopting improved food safety practices	65% by March 31, 2010
increased availability to consumers of high-quality, health-enhancing food products	increase in dollars in sales / revenues for functional foods and nutraceuticals	TBD

Planned Spending					
2008-09		2009-10		2010-11	
$97.2M	585 FTEs	$97.1M	585 FTEs	$97.1M	585 FTEs

While Canadian agriculture and agri-food products have earned the confidence of consumers and markets around the world, demands and expectations regarding the safety of the food continue to increase, and Canadians and other consumers are putting a greater focus on getting the maximum health benefits from their foods.

The Government of Canada works with provincial and territorial governments and portfolio and industry partners to uphold Canada's reputation for food safety, and ensure all consumers continue to get nutritious, high-quality and innovative food and food products. To achieve this, AAFC works through two key activities: Food Safety and Food Quality Programs, and Food Safety and Food Quality Science.

In 2008-09, the department will continue to work through the Canadian Food Safety and Quality Program (CFSQP), a three-part program that provides agriculture and agri-food sector with financial assistance to develop and implement food safety, traceability and quality process control systems. This financial assistance supports industry, on-farm and potentially post-farm national associations in the process of obtaining government recognition of their food safety systems.

As the department and all partners make the transition to the new *Growing Forward* framework, work in 2008-09 will focus on ensuring continued delivery of current programming to clients, and developing and rolling out new programs under Growing Forward.

From a science standpoint, AAFC will strive to achieve three main goals through its work in the area of food safety and food quality:

- *enhancing human health and wellness through food, nutrition and innovative products*, including working to better understand the relationship between food and human health and wellness, and provide scientific evidence to support approval of new classes of functional foods;
- *enhancing the quality of food and the safety of the food system*, including developing science strategies and tools to identify points of entry of hazards, their detection and monitoring as well as developing methods to control them at all stages – from production to consumption; and
- *enhancing the security and protection of the food supply*, including developing and applying physical and biological systems models to predict the probable spread, behaviour and impact of threats to the security and protection of Canadian food production and distribution systems.

Government recognized agri-food safety control systems throughout the entire food chain will continue to grow throughout 2008-09, and new and improved technologies will begin to be developed to produce food with enhanced safety and quality attributes.

Through science, the number of health benefits from functional foods and nutraceuticals will continue to increase and be recognized and endorsed by official standards.

AAFC will also work towards the adoption of physical and biological system-based models that predict the probable spread, behaviour and impact of threats (intentional or not) as well as detection and mitigation tools, techniques and strategies.

Program Activity: Markets and International

Expanding international opportunities for the Canadian agriculture and food sector		
Expected Results	**Performance Indicator**	**Target**
a competitive sector that has the necessary attributes to strategically position itself to take advantage of new market opportunities, and / or to reposition itself to protect against changing market risks	increase in value of domestic shipments in the agri-food (including seafood) and beverage sectors	$5 billion by March 31, 2013
access to export markets is maintained and expanded	increase in number of markets where we export over $50 million	5% by March 31, 2013
	number of markets maintained at an export level of $100 million or more	32 by March 31, 2013

Planned Spending					
2008-09		**2009-10**		**2010-11**	
$127.7M	671 FTEs	$127.5M	671 FTEs	$127.5M	671 FTEs

Agriculture and Agri-Food Canada helps advance Canada's agricultural trade interests, working to break down trade barriers, build market alliances, expand international markets opportunities, and help the agriculture and food sector seize new opportunities. Together with portfolio, government and industry partners, the department strives to improve, secure and maintain market access to international markets for agriculture and food products, develop markets by helping the sector take advantage of market opportunities in established and emerging markets, and promote and defend the interests of Canadian farmers and agri-food processors in various international trade negotiations and through trade litigation.

In 2008-09, AAFC will continue to work to ensure the sector is well-prepared to meet the opportunities and challenges resulting from global economic developments by negotiating trade agreements and arrangements that reflect the market access priorities of the agriculture sector. In particular, this means striving for a result at the World Trade Organization (WTO) that is in the best interests of all parts of the agriculture and agri-food sector. To complement its efforts at the WTO, the department will support the Government of Canada's commitment to the successful conclusion of bilateral free trade negotiations, especially with key markets in the Americas. Work will also continue towards re-opening and expanding markets for Canadian agri-food exports, including beef, cattle, pork, pulses, canola, wheat, and potatoes.

AAFC will continue to collaborate with other departments and agencies and work with foreign governments to influence technical trade policies, measures and international standards that support Canadian market access interests, as well as the federal government's policy and regulatory priorities. The department will also work to ensure the interpretation and implementation of existing or new international obligations or procedures do not unnecessarily or unfairly restrict Canadian exports. AAFC will continue to work to reduce non-tariff barriers, to ensure technical trade is not applied in a way that it becomes a disguised restriction on import trade.

In addition, the department will continue to strengthen industry competitiveness through the value-chain roundtable process by engaging stakeholders in the development of long-term, strategic plans to address gaps, leverage strengths and identify new market opportunities. The work of the value-chain roundtables will foster continued growth in industry and provincial support of the Canada Brand strategy. The brand will facilitate industry success in creating awareness of, and differentiating, Canadian agri-food capabilities and products internationally through the Canada Brand, the Brand Promise, public messaging, visuals and logos.

The Canadian Agriculture and Food International program will continue to work in partnership with and provide support to agriculture, food and seafood industry associations to increase exports and open new markets in the global economy. International Science cooperation will also enhance Canadian trade.

In addition, negotiations with provinces will be increased to sign new, renewed or transitional federal-provincial agreements.

Program Activity: National Farm Products Council

Overseeing, promoting and strengthening the activities of the Canadian Egg Marketing Agency, Canadian Turkey Marketing Agency, Chicken Farmers of Canada, Canadian Hatching Egg Producers, and monitoring the activities of the Canadian Beef Cattle Research Market Development and Promotion Agency		
Expected Results	**Performance Indicators**	**Target**
the supply management system for poultry and eggs as well as the check-off system for beef work in the balanced interests of stakeholders, from producers to consumers	percentage market share: producers maintain their relative share of the Canadian market for hatching eggs and chicks, chicken, turkey, and table eggs	80% by March 31, 2009
	variations in consumer prices for the regulated products are consistent with those of other unregulated agricultural products	

Planned Spending					
2008-09		**2009-10**		**2010-11**	
$5.3M	30 FTEs	$5.3M	30 FTEs	$5.3M	30 FTEs

Established in 1972 through the *Farm Products Agencies Act*, the National Farm Products Council (NFPC) is a unique quasi-judicial regulatory agency reporting to Parliament through the Minister of Agriculture and Agri-Food.

The *Farm Products Agencies Act* provides for the creation of national marketing agencies and promotion research agencies. The NFPC supervises these agencies by ensuring that they carry on their operations in accordance with the objectives set out in the Act.

These agencies are:

1) the Canadian Egg Marketing Agency;
2) the Canadian Turkey Marketing Agency;
3) the Chicken Farmers of Canada;
4) the Canadian Hatching Egg Producers; and
5) the Canadian Beef Cattle Research Market Development and Promotion Agency.

The NFPC is headed by a Chairperson (Deputy Minister equivalent) and is composed of up to nine council members (GIC appointees), including the Chairperson. At least half of these members must be primary producers at the time of their appointment. Furthermore, 20 FTEs (full-time equivalents) support overall operations of the NFPC.

Working with the agencies it supervises, the NFPC promotes more effective marketing of farm products in interprovincial and export trade. It is also an active proponent of portfolio management by providing comprehensive advice to the Minister of Agriculture and Agri-Food and the government on all things relating to the establishment and operation of agencies under the Act. The NFPC also maintains relations with provincial governments.

The NFPC also administers the *Agricultural Products Marketing Act* (APMA) on behalf of Agriculture and Agri-Food Canada.

Specific plans for the NFPC in 2008-09 include:

- Monitoring the activities of farm products marketing and promotion research agencies, ensuring that the national supply management and check-off system work in the balanced interest of all stakeholders, from producers to consumers;
- Refining the exercise of the NFPC's regulatory and oversight mandate to facilitate Council operations and decision-making process as well as the timely management and resolution of complaints;
- Enhancing the NFPC's interface with industry stakeholders and provincial governments to increase awareness of the Council's role, facilitate and improve coordination within the Canadian supply management system; and
- Strengthening the NFPC's operational principles and practices through efficient and transparent financial and human resources management policies and practices, consistent with the Government of Canada's Management Accountability Framework in order to ensure a cohesive and productive organization, ready to meet future challenges.

STRATEGIC OUTCOME: HEALTH OF THE ENVIRONMENT

Farmers and the entire sector, governments, environmental organizations, and all Canadians share the goals of sustainable resource development to ensure both an economically vibrant agriculture and agri-food sector and a healthy environment and society. Through the Health of the Environment strategic outcome, AAFC works with all partners to help mitigate impacts on the environment from agriculture and position the sector to better deal with the risks environmental factors may pose to production, and achieve environmental sustainability.

Program Activity: Environment

An agriculture and agri-food sector that uses environmental resources in a manner that ensures their sustainability for present and future generations		
Expected Results	**Performance Indicator**	**Target**
reduced environmental risk from agriculture and agri-food sector, ensuring environmental sustainability of the sector in support of Canada's environmental policies	improvement in the four agri-environmental indices: soil quality, water quality, air quality, and biodiversity (these are based on a combination of available agri-environmental indicators as published in the AAFC document titled *Environmental Sustainability of Canadian Agriculture – Agri-Environmental Indicator Series*)	each of the four indices showing an improving trend by March 31, 2014

Planned Spending		
2008-09	**2009-10**	**2010-11**
$389.2M 1,940 FTEs	$388.7M 1,940 FTEs	$387.1M 1,940 FTEs

AAFC has a range of activities and initiatives relating to air, water, soil, and biodiversity supporting the agriculture and agri-food sector that contribute to providing Canadian and international consumers with high-quality food and fibre that has been produced using environmentally sound crop and livestock management practices. These initiatives significantly contribute towards securing the sustainability of the Canadian agriculture and agri-food sector and the quality of environmental resources for present and future generations.

To this end, in 2008-09, AAFC will complete work on strategies to ensure the sustainability of agricultural water and land resources, and develop action plans for the effective implementation of these strategies. The department will also complete implementation of the National Land and Water Information Service (NLWIS), and carry out plans for the Service's transition from a Major Crown Project to an ongoing service within AAFC.

Beneficial management practices (BMPs) – practices that encourage farmers to balance agricultural production with environmental protection – will play a key role in AAFC's plans for 2008-09. The department will continue to provide assistance to producers to help accelerate adoption of BMPs to address key environmental risk issues identified in producers' environmental farm plans.

Through its research and development functions, in alignment with the departmental Science and Innovation Strategy, AAFC will also continue to investigate and develop innovative BMPs for use by the sector, and develop other approaches to help producers and other stakeholders manage environmental risks associated with current farming systems in Canada and meet public expectations related to sound use of the resource base. Through direct on-farm programming, stewardship by agricultural producers of soil, water, air and biodiversity will continue to improve. This will be achieved in part through an increased understanding, and adoption of, environmental BMPs by the agriculture and agri-food sector in the management of land, water air and biodiversity resources.

AAFC and federal, provincial and territorial partners also have a key role to play in managing the agriculture and agri-food sector's contribution to broad federal initiatives designed to decrease greenhouse gas emissions, help Canada adapt to climate change, and preserve water sources and water quality. These will be important activities during 2008-09 and beyond. The department will continue to contribute to federal water and climate change policy and program development in a way that supports sustainable growth of the sector while ensuring the environmental interests of Canadians are met.

Under *Growing Forward* in 2008-09 and beyond, AAFC will build on this work by assisting the sector in developing and contributing solutions to broad environmental challenges, while staying profitable and competitive.

The agriculture and agri-food sector faces challenges and opportunities. Increasing populations require increased production. At the same time, there is societal pressure to minimize environmental impacts from production. Opportunities must be assessed for market competitiveness and for environmental sustainability. There is also potential to explore market opportunities to transferring environmental benefits that are generated by agriculture to other sectors.

STRATEGIC OUTCOME: INNOVATION FOR GROWTH

Increased global competition, consumer concerns about health and the environment and the continued introduction of innovative agricultural-based products and technologies into the marketplace present new opportunities and challenges for the sector.

Success in the marketplace today requires advanced technology and the latest knowledge to address the rapidly changing environment in which the sector competes. Canada has long been effective at generating new knowledge through investment in research, however there is significant opportunity for the country to be more effective in applying this knowledge to create new technologies, products and services. While there is a good foundation and capacity for innovation in Canada, there is a need to improve the transformation of this scientific and technical knowledge into commercial and other practical applications that enhance the profitability and competitiveness of the sector.

As farming operations become more knowledge-intensive, producers need to continually increase their skills and knowledge in areas ranging from managing financial and human resources to mastering innovative technologies, products and practices, so they can stay competitive. By acquiring new skills, adopting new technologies, maximizing efficiencies in operations, or changing product mixes, those who earn their livelihood from Canadian agriculture and agri-food will have a greater likelihood of profitability.

The sustainability and competitive position of Canada's agriculture and agri-food sector will depend on all stakeholders working together to develop new opportunities across the country.

Program Activity: Innovation and Renewal

Equipping the industry with new business and management skills, bioproducts, knowledge-based production systems and strategies to capture opportunities and manage change		
Expected Results	**Performance Indicator**	**Target**
participating farmers and farm families meet their financial goals	percentage of participating farmers and farm families who are meeting their financial goals	50% by March 31, 2014
agriculture and agri-food sector develops sector-based, innovative, market-focused strategies that utilize science to transform commodities into new value-added or bioproduct / biofuels opportunities for processors, producers and rural communities and new life-sciences products for consumers	percentage increase in venture capital investment in agriculture-related enterprises (biotechnology and further food processing)	10% by March 31, 2014

Planned Spending		
2008-09	**2009-10**	**2010-11**
$465.2M 2,013 FTEs	$416.3M 2,013 FTEs	$415.0M 2,013 FTEs

AAFC is one of the most significant contributors to agricultural science and technology research in Canada, and as such, is committed to ensuring its investments and efforts in science and innovation remain relevant to Canada's agriculture and agri-food sector and all Canadians. Providing science solutions to the new challenges and opportunities facing the sector and Canadians is driving a new era of adaptation and focus at the department.

AAFC will also continue to encourage innovation and competitiveness in the agriculture and agri-food sector by reducing the barriers for agricultural producers to participate in the emerging biofuels industry, and by supporting industry led innovation strategies across agricultural value chains. AAFC recognizes that it must take a leadership role to support industry-led innovation by strengthening the industry's innovation capacity across the agricultural value chains, through services for market and business development, and support to accelerate bringing new products, technologies and opportunities into the market place.

At the same time, as producers strive to meet the demands of this changing environment, strategic business planning and continuous education are becoming increasingly important. Providing producers with the tools and knowledge they need to make business decisions based on good knowledge and skills, helps to strengthen the performance of individual agricultural operations and the sector as a whole.

Over the coming year, through the *Growing Forward* policy framework, AAFC will explore new options with governments, academia, industry, and the community, and will develop an overall Science and Innovation action plan that will make the best possible use of scientific resources in support of the sector. In addition, AAFC will work with the sector to foster a climate for innovation that encourages investment to ensure long-term profitability and growth.

Innovation

Science and Innovation programming will continue to support research in those areas most important to Canadians such as health and wellness, security of the food system and health of the environment. Through its external and internal evaluation of research proposals, the department will continue to ensure excellence in conducting and managing science and research efforts, and alignment with the sector's and Canadians' priorities, as outlined in AAFC's Science and Innovation Strategy.

This external and internal evaluation process demonstrates the department's support for the Government of Canada's commitment to transparent decision-making, value for money and accountability for results in the delivery of its activities and services to Canadians.

The department will also focus on creating an innovation culture, developing new collaborative initiatives and creative approaches to transferring and sharing new knowledge and technology among stakeholders that will lead to new opportunities for processors, producers and rural communities.

The department will support the agriculture and agri-food sector's efforts throughout the innovation continuum and the stages of commercialization – from the idea stage to market entry and expansion – through programs like the Advancing Canadian Agriculture and Agri-Food (ACAAF) program and the Canadian Agriculture and Food International (CAFI) program.

AAFC will also encourage producer and sector participation in the emerging biofuels industry helping to diversify their economic base through the ecoAgriculture Biofuels Capital initiative, and programs including the multi-year Agricultural Bioproducts Innovation Program (ABIP), Agri-Opportunities, and the Biofuels Opportunities for Producers Initiative will aim to increase production of new food and agri-based products (such as biofuel) processes and services within Canada.

The department will work to encourage farmers to increasingly adopt innovative agri-based products and technologies for sustainable production, such as an increase of acres seed to AAFC varieties.

In 2008-09 AAFC will develop a Science and Innovation action plan that is aligned with AAFC's *Growing Forward* framework and addresses the key principles under the Government of Canada's Science and Technology Strategy. Central to the development of the action plan is a systems approach to innovation that emphasizes mechanisms and initiatives that seek to improve co-ordinated action among various players, including government industry and academia. The action plan will focus on three interconnected objectives:

1) Developing strategic focus and taking collaborative action – Engaging the sector

AAFC will work towards establishing new ways to engage decision-makers from governments, academia and the agriculture and agri-food sector in anticipating emerging economic, environmental and social challenges and opportunities and their implications for sector competitiveness and profitability. The department will also work towards developing and implementing co-ordinated and collaborative actions to capture these opportunities and address related challenges.

The Science and Innovation chapter of the Agricultural Policy Framework adopted the concept of creating several industry-specific innovation value chain initiatives, such as Soy 2020 and Flax Canada 2015. *Growing Forward* will expand on this concept to create new government-university-industry collaborations in various areas of research and development.

2) Accelerating the flow of science and technology along the innovation continuum – Working with the sector

As new opportunities and challenges arise it will be essential for the sector to continually adapt to remain competitive. The federal Science and Technology Strategy, Mobilizing Science and Technology to Canada's Advantage, seeks to focus funding, build partnerships and leverage Canada's research base in strategic priority areas where the country can maximize its competitive advantage. It also recognizes the need to explore new models for conducting and delivering science and technology.

AAFC will work with the sector to explore new and innovative models for science delivery that will engage industry, governments and academia in developing and mobilizing the scientific community to conduct research on issues of importance to the sector.

This will include the continued implementation of the ABIP, which aims to develop new economic opportunities for agriculture in the areas of bioproducts and bioprocesses such as biofuels, other forms of bioenergy, biochemicals, and biopharmaceuticals. It is anticipated the program will support up to 20 research networks, each focused on a promising field of the knowledge-based agricultural economy.

The insights and expertise of Canadian industry, when coupled with scientists' expertise, laboratories and technologies, can be a powerful driver for innovation. AAFC will work with industry partners to develop jointly funded collaborative research initiatives that will seek to assist Canadian entrepreneurs in developing unique agri-based business opportunities, which require further scientific analysis or technical development prior to market introduction.

3) Enhancing the sector's capacity to innovate – Supporting the sector

Through the Growing Forward framework, AAFC will develop programs and services designed to support the sector's need to better connect science providers with entrepreneurs and investors, and enhance access for producer organizations and small- and medium-sized enterprises to essential scientific capacity and expertise available throughout the country.

Renewal

Through Renewal programming, the department will work strategically with the sector to identify new skills and learning opportunities that will provide producers with the tools and abilities they need to be successful in the increasingly knowledge-intensive economy. Key priorities for 2008-09 will include providing farm families with the assistance needed to enhance their skills and knowledge and expand access to tools, advice and information to improve their business prospects and income.

AAFC will also implement a strategy for the transition of existing Renewal programming to the new *Growing Forward* policy.

Program Activity: Rural and Co-operatives Secretariats

Helping rural Canada develop and maintain strong, adaptable and vibrant communities, and encouraging the economic growth and social development of Canadian society through co-operative enterprise		
Expected Results	**Performance Indicator**	**Target**
innovative economic communities benefiting from economic opportunity	number of new partnerships bringing together community, industry and stakeholders	6 by March 31, 2009

Planned Spending					
2008-09		**2009-10**		**2010-11**	
$29.5M	114 FTEs	$27.5M	114 FTEs	$27.5M	114 FTEs

The federal government recognizes the importance of focusing its efforts in support of rural Canadians. The Rural Secretariat, through the Canadian Rural Partnership (CRP), co-ordinates federal activities in rural Canada. The Secretariat co-ordinates a government-wide approach to rural citizen engagement in support of rural policy and program development and implementation.

In 2008-09, the Rural Secretariat will continue work with rural stakeholders and across government to build its knowledge base to develop policy options for future programs. The CRP will continue building and maintaining research and policy networks to ensure rural perspective and needs are taken into account by government. The Models Programs will extend the testing of some projects that show greater potential replicability. The Secretariat will also continue ensuring cross-government co-ordination, focusing on communications with rural communities and ensuring awareness of government initiatives in rural Canada, as well as increased sensitivity to the needs and challenges of rural communities and their potential contribution to greater competitiveness and sustainability of agriculture and other natural resource-based sectors.

The federal government also recognizes the contribution of co-operatives as a tool that complements other business models to provide benefits to Canadians. Over the last 20 years, the Co-operatives Secretariat has been working across government to promote a better understanding of the co-operative model of enterprise and to ensure policies and programs are inclusive of co-operatives.

In 2008-09, the Co-operatives Secretariat, through the Co-operative Development Initiative, will continue to work with the co-operatives sector and other stakeholders to build co-operative development capacity and capture new economic opportunities. The Secretariat will continue building its knowledge base from innovative co-operative projects and will work with stakeholders to develop a strategic research agenda. It will continue collecting and providing critical information on co-operatives in Canada.

Program Activity: Canadian Pari-Mutuel Agency

Enhancing CPMA's capacity to manage risk in pari-mutuel betting, thereby helping to protect the betting public against fraudulent activities		
Expected Results	**Performance Indicator**	**Target**
pari-mutuel betting is conducted in a way that is fair to the Canadian betting public	measure of the compliance with regulations in pari-mutuel betting of Canadian-hosted pools audited by CPMA officers (number of compliant Canadian-hosted pools per number of Canadian-hosted pools audited)	95% by March 31, 2009
	measure of the compliance with regulations of betting theatres in Canada (number of compliant betting theatres per number of betting theatres inspected)	95% by March 31, 2009

Planned Spending					
2008-09		**2009-10**		**2010-11**	
$0.0M	57 FTEs	$-0.5M	53 FTEs	$-0.6M	52 FTEs

Section 204 of the Criminal Code of Canada designates the Minister of Agriculture and Agri-Food as responsible for the policy and regulatory functions pertaining to pari-mutuel wagering on horse races. This is conducted through the Canadian Pari-Mutuel Agency – a special operating agency within AAFC.

In 2008-09, the agency will regulate and supervise pari-mutuel betting on horse racing at racetracks across Canada, thereby ensuring that pari-mutuel betting is conducted in a way that is fair to the betting public. This will include overseeing the operation of pari-mutuel betting systems at racetracks, collecting and analyzing urine and blood samples from horses that compete in races, conducting research that advances the federal government's role in controlling the unlawful use drugs in horse racing, and inspecting betting theatres licensed by the CPMA.

The CPMA will also continue activities supporting a comprehensive review of the regulatory architecture by which pari-mutuel betting is governed, and will conclude a package of regulatory amendments that will help deliver a modern, efficient and effective regulatory model for pari-mutuel betting.

Costs associated with the activities of the CPMA are recovered through a levy on every dollar bet on horse races in Canada. The levy is currently set at eight-tenths of a cent of every dollar bet. This levy constitutes the financial resource base that is the CPMA's Revolving Fund.

Supplementary Information

Table 1: Departmental Link to the Government of Canada Outcomes

Strategic Outcome/Program Activity	Net Planned Spending ($ millions) 2008-2009	2009-2010	2010-2011	Alignment to Government of Canada Outcome Area
Security of the Food System				
Business Risk Management	2,080.3	2,002.0	1,976.5	Economic Affairs: Strong Economic Growth
Food Safety and Food Quality	97.2	97.1	97.1	Economic Affairs: Strong Economic Growth
Markets and International	127.7	127.5	127.5	Economic Affairs: Strong Economic Growth & International Affairs: A Prosperous Canada Through Global Commerce
National Farm Products Council	5.3	5.3	5.3	Economic Affairs: Strong Economic Growth
Total Security of the Food System	*2,310.5*	*2,231.9*	*2,206.5*	
Health of the Environment				
Environment	389.2	388.7	387.1	Economic Affairs: A Clean and Healthy Environment
Total Health of the Environment	*389.2*	*388.7*	*387.1*	
Innovation for Growth				
Innovation and Renewal	465.2	416.3	415.0	Economic Affairs: An Innovative and Knowledge-Based Economy
Rural and Co-operatives	29.5	27.5	27.5	Economic Affairs: An Innovative and Knowledge-Based Economy
Canadian Pari-Mutuel Agency	0.0	-0.5	-0.6	Economic Affairs: A Fair and Secure Marketplace
Total Innovation for Growth	*494.7*	*443.3*	*441.9*	
Total	**3,194.3**	**3,063.9**	**3,035.5**	

The Planned Spending for 2008-2009 is $3,194.3 million compared to $3,063.9 million for 2009-2010, a difference of approximately $130.4 million. This is largely attributable to reductions related to the following programs:

- in the Business Risk Management (BRM) Program Activity funding for facilitating the disposal of Specified Risk Materials (SRM)
- and in the Innovation & Renewal Program Activity funding for the Canadian Farm Families Options Program, the ecoAgriculture Biofuels Capital Initiative, Agricultural Bioproducts Innovation Program and the Orchards and Vineyards Transition Program.

The figures have been rounded to the nearest millions of dollars. Figures that cannot be listed in millions of dollars are shown as 0.0.
Due to rounding, figures may not add to the totals shown.

Table 2: Sustainable Development Strategy

AAFC's fourth Sustainable Development Strategy (SDS), Making Progress Together can be found on AAFC's website at: http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1175526032952&lang=e

1. SDS Departmental Goals: AAFC's fourth SDS presents eight outcomes (goals) to indicate what the Department plans to accomplish by the target date of 2009.

2. Federal SD goal, including GGO goals (if applicable)	3. Performance measurement from current SDS (Performance Indicators)	4. Department's expected results for 2008-09
1. The Next Generation of Agricultural Policy is in place and operational.	The number of new policy, programs and research initiatives that consider the three pillars of sustainable development as determined through application of the SD Test Questions.	SD Test Questions continue to be applied to upcoming policy, programs and research initiatives.
	A suite of policy, program and research activities in place to support the objectives of the next generation of agricultural policy.	The Growing Forward policy framework and related programming are in place and operational.
	Number of stakeholders (both internal and external) from various disciplines involved in the development of the next generation of agricultural policy.	Building on consultations conducted in 2007-2008, additional consultations will take place to the extent required. Continuous input is received as well from stakeholders through the Growing Forward Website.
2. Government policies, programs, and services increase opportunities for, and mitigate barriers, to sustainable rural community development.	Percentage of federal policies and programs that consider the rural perspective.	A rural perspective will be provided in twenty percent of federal policy and program proposals (the percentage of policies and programs anticipated to have a potential impact on rural communities).
At output (deliverable) level: *Link to Federal SD Goals –* *4.1.1* "Communities are well positioned to advance sustainable social development." *4.2.1* "Communities are well positioned to adapt and to maintain or generate sustainable economic activities."	Number of partnership plans with key federal, provincial and territorial, and First Nation partners.	Two partnership plans will be created with key federal partners.
	Percentage of departments and agencies reached through federal engagement strategy activities including: Rural Teams, Rural Research Network Rural Development Network.	Thirty-five percent of departments and agencies will be reached through federal engagement strategy activities.
3. Increased value-added opportunities for the agri-food sector from innovative use of agricultural bioresources as a result of R&D, technology transfer, and commercialization network activities.	Increased knowledge and technological advances produced by the Agricultural Bioproducts Innovation Program (ABIP) networks with the potential to strengthen Canada's industrial base and generate wealth.	Increased knowledge and technological advances produced by the ABIP networks by negotiating and initiating the implementation of the ABIP agreements (i.e., contribution agreements, memoranda of understanding, network umbrella agreements) in order to fund R&D conducted by the successful networks.
At output (deliverable) level: *Link to Federal SD Goal –* *3.2.2* "Renewable and clean energy is promoted." *3.2.1* "Support for clean technology is provided (such as building, transportation, and industrial processes)."	Increased number of effective networks/clusters involving Canadian-based researchers. Improving transfer of knowledge, technology and expertise to organizations that can commercialize these innovations.	New effective networks/clusters involving Canadian-based researchers are established. Between 12 and 17 new networks will be established in 2008-09.

2. Federal SD goal, including GGO goals (if applicable)	3. Performance measurement from current SDS (Performance Indicators)	4. Department's expected results for 2008-09
	An ABIP that considers each of the three pillars of SD.	The transfer of knowledge, technology and expertise is improved through the implementation of technology management plans concerning the protection and application of know-how, show-how and intellectual property developed by the ABIP networks. ABIP considers each of the three pillars of SD (economic, environmental and social) through the bioproducts research activities of the new networks that focus on the following priority areas of feedstock development, biomass conversion, and bioproduct diversification.
4. Sustainable development is integrated into the Department's decision making and AAFC's fourth SDS is utilized by AAFC employees and external stakeholders. At output (deliverable) level: *Link to Federal SD Goals –* *4.3.1* "Canadian communities are actively engaged in sound environmental and natural resource management practices, stewardship initiatives and biodiversity conservation." *5.2.1* "Sustainable consumption and production of natural resources is promoted." *6.1.2* "Clear and effective governance mechanisms to integrate sustainable development into decision making (e.g. SEA)." *6.1.1* "SDS commitments are integrated into the key planning and reporting processes of departments and agencies."	Increased awareness of sustainable development within the Department Each pillar of SD is taken into consideration together and not in isolation through the application of the SD Test Questions.	Canada School of Public Service course on sustainable development is promoted at AAFC. Communications Plan for sustainable development is developed and implemented. Continued application of the SD Test Questions to ensure environmental, economic and social considerations are incorporated into decision making.
5. Information and Tools: A. Environmental considerations are incorporated into the development of public policies at AAFC on the same level as economic and social considerations At output (deliverable) level: *Link to Federal SD Goal –* *6.1.2* "Clear and effective governance mechanisms to integrate sustainable development into decision making (e.g. SEA)."	Percentage of new policies, plans and programs that have gone through the SEA process. The results of SEAs are accurately reported on in all Memoranda to Cabinet (MCs) and Treasury Board (TB) submissions. Increased knowledge of the SEA requirement and its application in the Department.	SEAs are conducted for upcoming MCs and TB submissions and the results of SEAs are reported on in the submissions AAFC contributes to the evaluation of the Cabinet Directive, which governs SEA, being led by the Canadian Environmental Assessment Agency.

2. Federal SD goal, including GGO goals (if applicable)	3. Performance measurement from current SDS (Performance Indicators)	4. Department's expected results for 2008-09
B. Models inform the ongoing policy decision making process for priority agricultural issues by providing integrated quantitative analyses of the economic and environmental impacts.	An improvement in the capacity to predict environmental impacts from agriculture resulting in informed decision making with respect to agricultural policies and programs that are consistent with both economic and environmental objectives.	Improved capacity to predict economic and environmental impacts for the agricultural sector and inform decision-making on agricultural policies and programs.
At output (deliverable) level: *Link to Federal SD Goals –* *4.2.1* "Communities are well positioned to adapt and to maintain or generate sustainable economic activities."	Number of requests for integrated analyses and incorporation of results into the policy decision making process.	Integrated analysis is conducted as requested and the results are incorporated into the policy decision making process. It is anticipated that three or four major studies will be conducted annually related to key policy issues.
6.1.2 "Clear and effective governance mechanisms to integrate sustainable development into decision making (e.g. SEA)."	The development of the integrated modeling system considers all three pillars of SD (particularly the economic and environmental pillars)	The integrated modeling system focuses on improving the economic and environmental pillars of SD at this time.
C. Initial research is conducted and measures are in place to determine economic values corresponding to bio-physical changes in the environment resulting from agriculture.	Number of stakeholders (both internal and external) from various disciplines involved in the development of AAFC economic valuation studies.	A committee of academics and government officials will be convened to discuss development of valuation research at AAFC.
At output (deliverable) level: *Link to Federal SD Goal –* *4.2.1* "Communities are well positioned to adapt and to maintain or generate sustainable economic activities."	Increased public awareness of the need for, and the practical application of environmental valuation. Number of estimated economic values assigned to environmental effects of specific agricultural practices at specific locations in Canada.	The practical application of full-cost accounting for agriculture will be designed for one watershed in Manitoba. Report expected in March 2008. An Agri-Environmental Valuation workshop will be held in 2009. Two AAFC pilots will conclude in December 2008. These will produce economic values for public environmental benefits in selected watersheds.
D. A suite of social indicators is in place to help monitor and assess trends of social issues affecting the agriculture sector and to inform decision making.	The successful development of a defined social dimension of sustainable agriculture.	The social dimensions of sustainable agriculture critical to innovation and competitiveness are further defined.
At output (deliverable) level: *Link to Federal SD Goals –* *4.1.1* "Communities are well positioned to advance sustainable social development." *6.1.2* "Clear and effective governance mechanisms to integrate sustainable development into decision making (e.g. SEA)."	Number of links established between social issues affecting the agriculture sector and related economic and environmental issues. Number of methods available for sharing information on social issues affecting the agriculture sector.	Information on social factors affecting the agriculture sector's ability to innovate is integrated into, and shared, through discussion documents related to policy design and implementation.
6. Research: To increase carbon sequestration in agricultural soils, reduce GHG emissions per unit of production, and enhance the synergy between agriculture and the environment.	Improved communication between researchers, policy makers and producers, by demonstrating an increase in the use of AAFC's GHG calculator for evaluating innovative technologies.	Improved communication among identified groups and an increase in the use of AAFC's GHG calculator.

2. Federal SD goal, including GGO goals (if applicable)	3. Performance measurement from current SDS (Performance Indicators)	4. Department's expected results for 2008-09
At output (deliverable) level: *Link to Federal SD Goal –* *3.2.1* "Support for clean technology is provided (such as building, transportation, and industrial processes)."	Number of confirmed contribution of the program to various offset system pilot projects. Enhanced integration of the three pillars of SD by identifying and promoting farming practices that consider all three pillars of SD.	Scientists in the program helped develop several of the protocols submitted to Alberta Environment. Farming practices such as reduced tillage, reduced summerfallowing and more forage crops in rotation that consider all three pillars of SD are identified and promoted.
7. Work with the sector to apply and perfect integrated approaches: A. The development of the National Ecological Goods and Services (EG&S) Policy Framework benefits from research gathered through EG&S policy pilot projects and through other research initiatives. At output (deliverable) level: *Link to Federal SD Goals –* *4.2.1* "Communities are well positioned to adapt and to maintain or generate sustainable economic activities." *4.3.1* "Canadian communities are actively engaged in sound environmental management practices, stewardship initiatives and biodiversity conservation." *5.2.1* "Sustainable consumption and production of natural resources is promoted." *5.3.1* "Environmentally sustainable use of natural resources is promoted."	An EG&S policy framework that is science-based will have measurable outcomes for evaluation. An EG&S policy framework that considers each of the three pillars of SD, through application of the SD Test Questions, is in place.	An AAFC cost/benefit analysis of EG&S policy options is currently underway. Results are expected in April 2008. Eight AAFC funded EG&S policy pilot projects will conclude in March 2009. The results are expected to contribute to the development of a national EG&S policy framework. EG&S Policy research meets the following criteria: • Provides new information to help examine policy alternatives that efficiently achieve environmental targets; • Be based on sound science and utilize a systematic process of planning, objective setting and evaluation to facilitate policy and program development; • Assess environmental outcomes and consider economic and social costs and benefits; • Seek appropriate involvement and participation by community members affected by the proposed policy or program actions.
B. Increased adoption of and support for applying an Integrated Water Resources Management (IWRM) approach to watershed planning and management activities that will improve the protection of water quality from agriculture impacts, secure water supplies for agricultural needs, and consider the three elements of sustainable development. At output (deliverable) level: *Link to Federal SD Goals –* *1.3.2* "Knowledge of water resources is increased." *1.2.1* "Water efficiency and sustainable water use is improved."	Percentage of transferable tools, knowledge activities and instruments that support IWRM and decision making. Percentage of watershed planning and management activities that apply the IWRM approach to managing resources in watersheds. Percentage of partners and watersheds with capacity-building or decision-making tools, plans and instruments that consider the three elements of sustainable development.	Transferable tools, knowledge activities and instruments are in place that supports agriculture decision-making and participation in IWRM activities. The IWRM approach is applied to managing agriculture resources in a number of watershed planning and management activities. Progress in Saskatchewan's Integrated Water Management (IWM) Strategy and IWM Governance model. Minimum of five watershed- based group farm plans or resource-related studies will be developed to support on-farm and watershed level decisions for agri-environmental improvement. Active participation on the interdepartmental Committee on Water Policy where IWRM as a governance model is being promoted.

2. Federal SD goal, including GGO goals (if applicable)	3. Performance measurement from current SDS (Performance Indicators)	4. Department's expected results for 2008-09
8. Programs:		
A. To develop new co-operatives that respond to the needs of citizens, and that fall into areas of federal priority. At output (deliverable) level: *Link to Federal SD Goal –* *4.2.1* "Communities are well positioned to adapt and to maintain or generate sustainable economic activities."	Percentage of co-operatives initiated in new and emerging areas of the economy. Percentage of new co-operatives in areas of federal priority. Percentage of new co-op funded projects within priority areas that integrate the three pillars of SD.	Five percent of new co-operatives are established in new and emerging areas of the economy. Fifty-five percent of new co-operatives are developed in areas of federal priority. One hundred percent of new co-op funded projects within priority areas integrate the three pillars of SD.
B. Low-income farm families have found ways to increase their family incomes. At output (deliverable) level: *Link to Federal SD Goal –* *4.2.1* "Communities are well positioned to adapt and to maintain or generate sustainable economic activities."	Increased on-or off-farm income for farm families. Increased skills of farmers and farm families. Enhanced integration of the three pillars of SD (particularly the social and economic pillars).	The skills of farmers and farm families are being increased through participation in professional services such as Farm Business Assessments and skills training under the Canadian Agricultural Skills Service. The integration of the three pillars of SD are enhanced as farmers' social, economic, and environmental circumstances and goals are considered in the provision of farm business services and skills training to meet their needs.

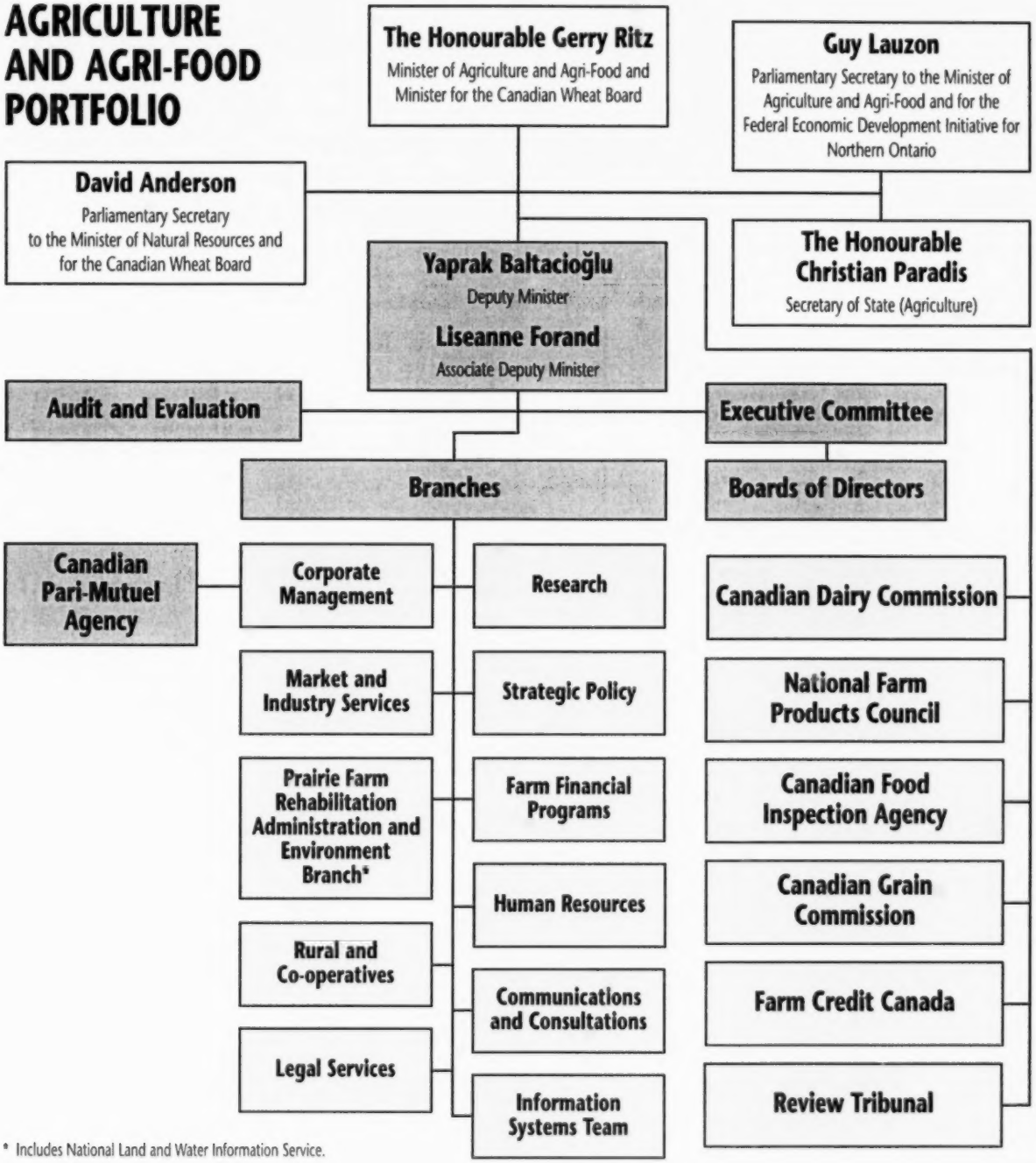
Other Financial Tables

The printed RPP no longer includes detailed financial tables. The following tables are available by visiting the Treasury Board of Canada Secretariat website at http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp.

Summary of Transfer Payments by Program Activity
Details of Transfer Payment Programs (TPPs)
Evaluations
Foundations (Conditional Grants)
Green Procurement
Horizontal Initiatives
Internal Audits
Progress Toward the Department's Regulatory Plan
Canadian Pari-Mutuel Agency Revolving Fund
Services Received Without Charge
Sources of Respendable and Non-Respendable Revenue
Status Report on Major Crown Projects
Summary of Capital Spending by Program Activity
User Fees

Other Items of Interest

AGRICULTURE AND AGRI-FOOD PORTFOLIO



* Includes National Land and Water Information Service.

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www.agr.gc.ca/index_e.phtml

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LEGISLATION ADMINISTERED BY THE MINISTER OF AGRICULTURE AND AGRI-FOOD

Acts for which Minister is named in Statute as responsible Minister and that are administered by the Department of Agriculture and Agri-Food

Agricultural Marketing Programs Act	S.C. 1997, c. 20
Agricultural Products Marketing Act	R.S. 1985, c. A-6
Animal Pedigree Act	R.S. 1985, c. 8 (4th Supp.)
Department of Agriculture and Agri-Food Act	R.S. 1985, c A-9
Experimental Farm Stations Act	R.S. 1985, c. E-16
Farm Debt Mediation Act	S.C. 1997, c. 21
Farm Improvement and Marketing Co-operatives Loans Act	R.S. 1985, c. 25 (3rd Supp.)
Farm Improvement Loans Act	R.S. 1985, c. F-3
Farm Income Protection Act	S.C. 1991, c. 22
Livestock Feed Assistance Act	R.S. 1985, c. L-10
Western Grain Transition Payments Act	S.C. 1995, c. 17

Acts for which Minister is named in an Order in Council as responsible Minister and that are administered by Department of Agriculture and Agri-Food Canada

Prairie Farm Rehabilitation Act	R.S. 1985, c. P-17

Acts for which Minister is named in statute as responsible Minister and that are administered by other entities in the Agriculture and Agri-Food Portfolio

Agriculture and Agri-Food Administrative Monetary Penalties Act (CFIA)	S.C. 1995, c. 40
Canada Agricultural Products Act (CFIA)	R.S. 1985, c. 20 (4th Supp.)
Canadian Dairy Commission Act (CDC)	R.S. 1985, c. C-15
Canadian Food Inspection Agency Act (CFIA)	S.C. 1997, c. 6
Farm Credit Canada Act (FCC)	S.C. 1993, c. 14
Farm Products Agencies Act (NFPC)	R.S. 1985, c. F-4
Feeds Act (CFIA)	R.S. 1985, c. F-9
Fertilizers Act (CFIA)	R.S. 1985, c. F-10
Fish Inspection Act (CFIA)	R.S. 1985 c. F-12
Health of Animals Act (CFIA)	S.C. 1990, c. 21
Meat Inspection Act (CFIA)	R.S. 1985, c. 25 (1st Supp.)
Plant Breeders' Rights Act (CFIA)	S.C. 1990, c. 20
Plant Protection Act (CFIA)	S.C. 1990, c. 22
Seeds Act (CFIA)	R.S. 1985, c. S-8

Act for which Minister is named in an Order in Council as responsible Minister and that are administered by other entities in the Agriculture and Agri-Food Portfolio

Canada Grain Act (CGC)	R.S. 1985, c. G-10

Act for which other ministers are responsible but that confer powers on the Minister

Criminal Code (Section 204) (Minister of Justice)	R.S. 1985, c. C-46

Act for which a minister is named in an Order in Council as responsible and that are administered partially by the Department of Agriculture and Agri-Food

Canadian Wheat Board Act	R.S. 1985, c. C-24

Acts for which another minister is responsible and that are administered partially by other agencies in the Agriculture and Agri-Food Portfolio

Consumer Packaging and Labelling Act (Minister of Industry/CFIA)	R.S. 1985, c. C-38
Food and Drugs Act (Minister of Health/CFIA)	R.S. 1985, c. F-27

APPENDIX A – LIST OF WEB SITES

Agriculture and Agri-Food Canada	http://www.agr.gc.ca/
Advance Payment Programs (APP)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1178036035451&lang=e
Advancing Canadian Agriculture and Food Program (ACAAF)	http://www.agr.gc.ca/acaaf/index_e.html
Agricultural Bioproducts Innovation Program	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1195566837296&lang=e
Agricultural Marketing Programs Act (AMPA)	http://laws.justice.gc.ca/en/A-3.7/index.html
Agricultural Policy Framework (APF)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1173969168670&lang=e
Agri-Opportunities Program	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1195488674667&lang=e
Biofuels Opportunities for Producers Initiative	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1200671799794&lang=e
Business Risk Management (BRM)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1200408916804&lang=e
Canadian Agricultural Income Stabilization (CAIS)	http://www.agr.gc.ca/caisprogram/main.html
Canadian Agricultural Skills Service (CASS)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1176222540186&lang=e
Canadian Agriculture and Food International (CAFI) program	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1180110497029&lang=e
Canadian Dairy Commission (CDC)	http://www.cdc-ccl.gc.ca/cdc/index_en.asp?caid=85
Canadian Farm Business Advisory Services (CFBAS)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1177623682220&lang=e
Canadian Farm Families Options Program (Options)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1176921918054&lang=e
Canadian Food Inspection Agency (CFIA)	http://www.inspection.gc.ca/english/toce.shtml
Canadian Food Safety and Quality Program (CFSQP)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1178111947031&lang=e
Canadian Grain Commission (CGC)	http://www.grainscanada.gc.ca/main-e.htm
Canadian Pari-Mutuel Agency (CPMA)	http://www.agr.gc.ca/csb/cpma-acpm/index_e.php
Canadian Rural Partnership (CRP)	http://www.rural.gc.ca/home_e.phtml
Canadian Wheat Board	http://www.cwb.ca/public/en/
Co-operative Development Initiative	http://www.agr.gc.ca/rcs-src/coop/index_e.php?s1=init&page=intro
Co-operatives Secretariat	http://www.agr.gc.ca/rcs-src/coop/index_e.php
Cover Crop Protection Program	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1195499399002&lang=e
Enhanced Spring Credit Advance Program (ESCAP)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1177334462202&lang=e
Environment	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1182359506411&lang=e
Environmental Farm Plans (EFP)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1181579114202&lang=e
Farm Business Assessment	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1177623682220&lang=e
Farm Credit Canada (FCC)	http://www.fcc-fac.ca/en/index.asp
Farm Debt Mediation Service (FDMS)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1196274864620&lang=e
Farm Improvement and Marketing Cooperatives Loan Act (FIMCLA)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1177344219813&lang=e
Food Safety and Quality	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1178111947031&lang=e
Greencover Canada	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1181580137261&lang=e
Growing Forward	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1200339470715&lang=e
International Business	http://www.agr.gc.ca/index_e.php?s1=int
Management Accountability Framework (MAF)	http://www.tbs-sct.gc.ca/maf-crg/documents/booklet-livret/booklet-livret_e.asp
Management, Resources and Results Structure	http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/mrrsp-psgrr/siglist_e.asp
National Agri-Environmental Health Analysis and Reporting Program (NAHARP)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1181580464260&lang=e
National Farm Products Council (NFPC)	http://nfpc-cnpa.gc.ca/english/index.html
National Farm Stewardship Program	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1181579114202&lang=e

National Land and Water Information Service (NLWIS)	http://www.agr.gc.ca/nlwis-snite/index_e.cfm
National Water Supply Expansion Program (NWSEP)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1181583909525&lang=e
Pesticide Risk Reduction	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1176486531148&lang=e
Pest Management Regulatory Agency (PMRA)	http://www.pmra-arla.gc.ca/english/index-e.html
Planning Assessment for Value-Added Enterprise (PAVE)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1175792076275&lang=e
Prairie Farm Rehabilitation Administration (PFRA)	http://www.agr.gc.ca/pfra/
Renewal	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1177623682220&lang=e
Rural Secretariat	http://www.agr.gc.ca/policy/rural/rsmenue.html
Science and Innovation	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1166204468590&lang=e
Specialized Business Planning Services	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1175714116643&lang=e
Spring Credit Advance Program (SCAP)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1177336571323
Sustainable Agriculture: Making Progress Together	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1175526032952&lang=e
Sustainable Development Strategy: Making Progress Together	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1174656296851&lang=e
Watershed Evaluation of BMPs (WEBs)	http://www4.agr.gc.ca/AAFC-AAC/display-afficher.do?id=1185217272386&lang=e